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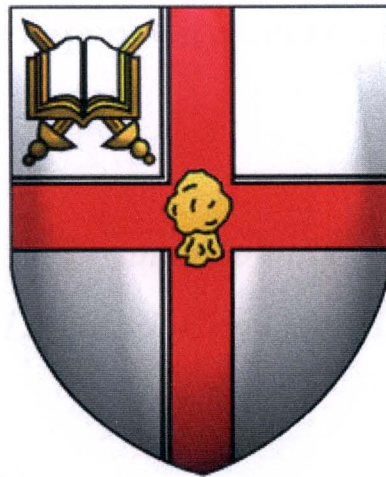
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CHESTER
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Department of
Business and Management Studies

Theme: Change Fatigue & Capacity Building

Front Line Change Fatigue or Capacity Building - What's really
going on?

A Case Study of Liverpool City Council Front Line Services

Dyane Aspinall
Liverpool City Council
May 2005

A Dissertation
Presented for the
Degree of Master of Business Administration
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Abstract

Liverpool City Council has undergone a huge transformation, perhaps most notably in its front line services. Many of the staff working within the new functionally centralised environments has been exposed to a prolonged period of transformational and ongoing transactional change. This study has attempted to analyse the effects such a change journey has on individuals, looking particularly at the notion of capacity building and change fatigue. The case study utilised interviews with Managers and staff focus groups which were supplemented by surveys of 60 staff within Liverpool City Councils front line services, i.e. Call Centre and One- Stop Shops.

The data confirmed that staff within these environments have undergone a unique change journey over the last four years and found that exposure to extensive and prolonged change does increase an individual capacity to undertake further changes in the future. The *extent* of the presence of capacity building within individuals was found to be similar in both Call Centre and One- Stop Shops.

The evidence also suggests the presence of change fatigue within both working environments and particularly so within the One- Stop Shops where more change fatigue was found to be present. The findings from this research suggest that staff within these working environments would benefit from greater involvement in setting the pace of the change, more effective communication about future change and require greater support from managers as the cumulative effects of change builds to a critical point. This case study is largely theoretical with some application in practise.

Declaration

This work is original and has not been submitted previously for any academic purpose.
All secondary sources are acknowledged.

Signed:

Date:

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Table of Contents	Page:
Acknowledgements	3
Abstract	4
Declaration	5
Table of Contents	6
List of Tables	9
List of Figures	10
List of Graphs	11
1. INTRODUCTION	12
1.1 Background to Research	13
1.2 Research Question	17
1.3 Justification for the Research	19
1.4 Methodology	20
1.5 Outline of Dissertation	21
1.6 Summary	22
2. LITERATURE REVIEW	23
2.1. Introduction	23
2.2. Transformational Change	24
2.2.1. Change Process and Frameworks	24
2.2.2. Why Change Efforts Fail	31
2.2.3. Employee Involvement	33
2.2.4. Change Fatigue, Resistance to Change & Other Related Ideas	35
2.2.5. Notion of Capacity Building	37
2.3 Summary	38
3. METHODOLOGY	
3.1. Introduction	39
3.2. Approaches to Research Design, Methodology & Data Collection	39

3.3. Qualitative Data Collection	42
3.3.1. Managers Interviews	42
3.3.2. Staff Focus Groups	43
3.3.3. Design of Questionnaire	44
3.3.4. Piloting the Questionnaire	45
3.3.5. Sampling Selection & Further Data Requirements	45
3.3.6. Methodology for Analysing Managers Interviews	46
3.3.7. Methodology for Analysing Staff Focus Groups	47
3.3.8. Methodology for Analysing Questionnaires	48
3.4 Ethical Considerations	49
3.5 Limitations of Research Methodology	50
3.6 Rejected Methods	51
3.7 Summary	52
 4. ANALYSIS AND FINDINGS	
4.1. Introduction	53
4.2. General Findings – Managers Interviews	53
4.3. General Findings – Staff Focus Groups	56
4.4. Analysis of Questionnaire One	64
4.4.1. Biographical data	64
4.4.2. Change Types -Ease & Difficulty of Adoption	65
4.5. Analysis of Questionnaire Two	
4.5.1. Biographical data	69
4.5.2. Capacity Building- Analysis	71
4.5.3. Change Fatigue – Analysis	73
4.6. Summary	75
 5. CONCLUSIONS & IMPLICATIONS	
5.1 Introduction	76
5.2 Critical Evaluation of Adopted Methodology	77
5.3 Main Findings & Conclusions	78

5.3.1	<i>Transformation Front Line Services</i>	79
5.3.2	Embracing Transformational Changes	82
5.3.3	Presence of Capacity Building & Change Fatigue	83
5.3.3.1	Capacity Building – A Closer Look	83
5.3.3.2	Change Fatigue – A Closer Look	85
5.4	Summary of Main Findings	90
5.5	Conclusions and Implications of the Research Problem	91
5.5.1	Implications for Liverpool City Council	91
5.5.2	Implications for Academic Literature	92
5.6	Reflections on the Limitations	92
5.7	Recommendations	93
5.8	Opportunities for Further Research	94
BIBLIOGRAPHY		96
LIST OF APPENDICES		100
Appendix 1: Summary of Customer Service Review (CPA) Assessment		101
Appendix 2: Extracts from Team Manager Meetings (Aug 2004)		102
Appendix 3: Extracts from Senior Management Meetings (Oct 2004)		103
Appendix 4: List of Visitors to LCC		104
Appendix 5: Kotters Eight stage process plotted against LCC transformation		105
Appendix 6: Data Display Tables -Manager's Interviews		107
Appendix 7: Data Display Tables - One Stop Shop Staff Focus Group		119
Appendix 8: Data Display Tables - Call Centre Staff Focus Group		124
Appendix 9: Blank Questionnaire One		131
Appendix 10: Blank Questionnaire Two		137

List of Tables	Page
Table 1: Main Changes in Customer Service Delivery from 2001	15
Table 2: Major Services delivered by One Stop Shops (2001 – 2005)	16
Table 3: Approaches & Methods of Research	39
Table 4: Sequence & Data type used to inform study	41
Table 5: Example of Coding Labels for Managers Interviews	47
Table 6: Examples of Coding Labels for Focus Groups	48
Table 7: Summary of Content Analysis – Managers Interviews	54
Table 8: Summary of Content Analysis – Focus Groups	57
Table 9: Bringing new services into the One- Stop Shops	62
Table 10: Bringing new services into the Call Centre	63
Table 11: Biographical data of questionnaire sample one	64
Table 12: Biographical data of questionnaire sample sets one & two	70
Table 13: Statements suggesting Capacity Building	71
Table 14: Capacity Building in One- Stop Shops & Call Centre	72
Table 15: Statements suggesting Change Fatigue	73
Table 16: Change Fatigue in One- Stop Shops & Call Centre	74

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List of Figures	Page
Fig 1: Audit Commission Performance Management Framework	26
Fig 2: Kotters Eight Stage Process Model	27
Fig 3: Audit Commission model mapped against LCC transformation	28
Fig 4: Differences for Individuals delivering LCC Front Line Services	61

List of Graphs	page
Graph 1: Graph showing changes that staff found “Easy” to embrace	65
Graph 2: Graph showing changes that were “Difficult” to embrace	66
Graph 3: Graph showing agreement with Capacity Build or Change Fatigue Statements	68
Graph 4: Graph showing the % staff who agrees with statements that suggest Capacity Building	71
Graph 5: Graph showing the % staff who agree with statements that suggest Change Fatigue:	74

1.0: Introduction

In the business world, change agendas are undertaken with relentless regularity as companies strive to become world-class organisations, best in class, market leaders or simply to survive in an increasingly competitive global market, Burnes (2000), Daft (2003), and Naylor (2004). It is suggested that Local Government organisations are engulfed in a tidal wave of centrally inspired change, and increasingly, transformational change agendas have become the preferred method of operation for public sector organisations in an effort to become excellent authorities, (Atkinson & Wilks-Heeg, 2000) quoting Young.

The shape and scope of transformation had been outlined in various White Papers and Central Government reports including “Modernising Government” (1999), which outlined objectives for local authorities as “delivering public services to meet the needs of citizens, not the convenience of service providers” and to “deliver efficient, high quality public services”(OdPM 1999).

A further White Paper “Strong Local Leadership - Quality Public Services” (2001) set out more challenges and advised of the need to build management capacity by developing a range of management and leadership skills. This was seen as “essential if local authorities were to meet the challenges of increased responsibility, greater freedom and new powers” promised from the centre.

More recently, an independent review of public sector efficiency, “Releasing Resources to the Front Line” conducted by Peter Gershon (2004) outlined expected efficiency savings of around 6.4 billion for Local Government Departments. The report stated various ways this could be achieved including an expectation that savings could be “delivered through increased rationalisation of local authority back office functions and transactional services and improvements in productive time of front line staff” (Gershon, 2004:56).

By way of monitoring progress along this route, Central Government Best Value (BV) legislation introduced in 1999, superseded by Comprehensive Performance Assessments (CPA) in 2001, attempts to rate authorities from “poor, fair, good or excellent”, in an effort to assess how far Local Authorities have progressed with their modernising

agenda's. According to the Audit Commission, Liverpool City Council (LCC) was one of the "worst" performing Councils according to their assessment carried out in 2000.

This view was supported by the Chief Executive, (CEX), of LCC, Sir David Henshaw. When recalling how Liverpool was performing when he took up the post in 1999, he stated "we were third from bottom of the league table of local government performance, just above Hackney and Lambeth, the organisation was in a mess, lots of very poor performance, money out of control".... "The vision was to become one of the leading local authorities in the country".... "There is no point in rushing and working very hard just to be average", (Henshaw, 2002). It was clear from this that transformation was high of the Executive agenda.

It will be shown that LCC made rapid progress over the last 4 years, fully embracing the modernising programme. As recipients of the Investors in People (IIP) Award in 2003, LCC were able to demonstrate a sustainable focus on development of all 10,000 white collar employees through Management and staff development programmes, branded the "Liverpool Way". In December 2003, LCC was rewarded with a "Good" Comprehensive Performance Assessment (CPA) rating across its corporate functions. In various media broadcasts CEX David Henshaw stated, "this improved rating in such a short period means that Liverpool is the 2nd most improved Council in the country" (Dec 2003), indicating the extensive and rapid pace of change that had occurred.

As well as a host of nationally recognised customer service awards, other externally verified plaudits included the UK Excellence Award, (November 2004); that requires organisations to demonstrate a high level compliance with rigorous standards set in the European Foundation for Quality Management (EFQM) model. This trend continued when a summary of Audit Commission investigation regarding customers services provided by Liverpool City Council (**appendix one**) pronounced the service "Good with Excellent prospects for improvement" (Audit Commission 2004).

1.1 Background to the Research – The Transformation

A springboard for this transition was the formation of "Team Liverpool", a new resource set up in 2000 by the Executive Director of Central Services Portfolio. This highly motivated team of Senior Officers had a remit to transform the customer experience

across all council services. With backing and support from the highest organisational level these change agents set about the establishment of a fledgling Call Centre and One-Stop Shops as the vehicles for delivery of the Customer Services Strategy.

The Call Centre allowed delivery of all council telephony under one roof; similarly, the One- Stop Shop facility allowed delivery of all council's face to face transactions in one place rather than expecting customers to travel to various single service delivery sites. These facilities allowed all customer contact to be delivered under a single management structure, which meant that consistency and quality of service delivery could be measured and monitored accurately for the first time.

The old model of single service delivery had allowed a culture to develop which was epitomised by departmentalism and a lack of joined up working. The implementation of the Customer Services Strategy that led to the transformation involved wholesale restructuring of the organisation, as staffs were moved from single service "silos" to multi service "front of house" facilities. Staffs within the new facilities were generically trained to deliver multiple services rather than just one and this had the affect of increasing front line staff knowledge and skills.

In addition, the strategy necessitated significant ongoing business process reengineering of back office functions in order to make them "fit for purpose" and capable of being delivered in the new environments. This process has become known as "service take on". Further, services that were already delivered were constantly reviewed with an aim to ensure that more and more of "back office" functions were delivered by front of house staff. This process became known as "service enrichment".

The new "open plan" One- Stop Shops with uniformed staff, appointment systems, extended opening hours, late night and weekend working, and twenty four hour seven day per week operation in the Call Centre (September 2002) represented a new way of working for LCC employees. It promised to deliver the vision to "place the customer at the heart of the business" by increasing front end resolution to enquiries and therefore increasing customer satisfaction levels. This transformation necessitated huge change and **Table 1** illustrates the size and extent of these changes.

Table 1 Main Changes in Customer Service Delivery undertaken since 2001

1. 132 face- to- face outlets delivering single Council services consolidated within multi service One-Stop Shop geographically spread across city.
2. All Council telephony consolidated into Call centre (facilitated by Joint Venture with British Telecom – Liverpool Direct Ltd).
3. Open plan modern, high specification offices with no barriers between staff and customers. Fully Disability Discrimination Act compliant.
4. Introduction of high quality intensive training programme -staff “generically trained” to deliver a full range of council services.
5. Concurrent development of ICT support, including cluster customer relationship management (CRM) software that assists multi service delivery.
6. Initial service delivery limited to frequently asked questions & less complex enquiries.
7. Development of continual “service take on” process (introducing completely new services to Shops) and “increasing richness” of existing services.
8. Collection of customer data software -informs of customer volumes, peaks and troughs in demand, waiting times, levels of calls answered and abandoned calls etc.
9. Introduction of individual performance data monitoring - highlighting “star performers” & training needs. Call Centre software facilitates increased accountability.
10. Introduction of surveys and mystery shopping
11. Introduction of staffs’ uniform, name badges and dress codes (Call Centre).
12. Staffs are financially remunerated in recognition for their increased responsibility.
13. Introduction of extended opening: One- Stop Shops from 8-6.00 pm, late night 8-8 pm and Saturday 9 –1pm opening. Call Centre offers 24 hour, 7 days per week operation

Source: Author, Collated from notes and minutes of various Customer Services Meetings (May 2001 to Nov 2004).

Despite these fundamental changes, interviews with senior managers suggest that staff did not display the usual tangible symptoms associated with resistance to change such as high staff turnover or absenteeism, low morale and productivity. Managers claim that there is little difference, if any, between the attendance records and staff retention rates (for the last two years) in these departments when compared with the rest of the council (**Appendix 6**). Staffs appear to have largely accepted these changes with little signs of resistance.

However, some managers have recently noted concerns and have claimed there are signs from the “coal face” that all is not well. This can be illustrated by extracts of the minutes of a team managers communication meeting (**appendix 2**) discussing the establishment of a new One- Stop Shop. They reveal concerns that staff relocations across the shops and “more changes” may affect morale. Anecdotal evidence from team managers suggested staff were beginning to question change initiatives from Senior Management, “why do we need to change anything when the Audit Commission have said we are good?” (Customer Services Advisor, August 2004).

Managers appear to have had sympathy with this view. Following a particularly complex and intensive period of service take on and other changes in 2004, this topic frequently arose in Senior Management Team meetings (**appendix 3**). During this period one manager’s rhetorical question was “When can we halt all this change ... we need a period to consolidate” (One- Stop Shop Manager, October 2004). This issue is important because the aforementioned “service take on” and “service enrichment” processes invariably require more changes to be absorbed by staff. Service take on has increased steadily in the last 4 years and the extent of knowledge required to work within the One- Stop Shop environment is illustrated in **table 2** below.

Table 2: Major Services & sub services delivered by One- Stop Shops (2001 to 2005)

2001	2002	2003	2004	2005
General Enquiries	New Door Registration	C Tax Refund	Welfare Rights Advice	Freedom of Info
Council Tax	Renew Door Reg	Home Fire Safety Check	Housing Property Pool	Scanning & DIP
Housing Benefits	Business permit	PDSA	Planning Bldg Regs	Data protection
Environmental service	Football P Permit	Choice Based Lettings	Name badge Issue	
Environmental health	Residential permit	Housing Right To Buy	Homelessness	
Electoral Registration	Taxi License	Emergency Subsistence	Capital culture enq's	
Tourist information	Housing repairs	Foster Parents	New Council tax system	
Gen Housing	Education awards	Soc. Serv - Adult Service	Comino DIP system	
Complaints	Disabled parking permit	Soc. Serv - Child Service	New Benefits system	
Reception services	Children's information	Trading Standards	Drug & Alcohol dept	
	Recruitment	Translation Service		
	Pest control	Paperless direct debits		
	Planning control	Cash handling		
	Registrars	Single person discount		

Source: Adapted from Liverpool City Council One- Stop Shop Meet & Greet database
 April 2005

1.2 The Research Question

The research question studied within this piece was generated after some reflection of the authors working environment which included challenging common sense, ideas from theory and ideas from previous research, (Mitchell & Jolley1996). A checklist of twelve attributes for a good research topic suggested by Saunders et al (2003:16), was utilised alongside rational and creative idea generating techniques advocated by Riamond (1993), such as brainstorming, relevance trees, use of Delphi method and the like, which produced both the research topic and research question outlined in this work.

Further inspiration for studying this topic came from the author's unique position as front line operations manager for the last twelve years. This role has meant the author has been ideally placed to receive a wide range of information and make personal observations on the change events as they unfolded during Liverpool's four-year transformation. Accordingly, the author has developed a keen interest in the effect upon organisations and individuals (both positive and negative) of prolonged change.

These valuable sources of research information have been noted by others, albeit specifically when determining appropriate sources of hypothesis development. Aaker, Kumar & Day (1996:49) and Fisher (2004:37-39), note that a manager's experience of related problems coupled with knowledge of the problem and use of judgement can be used as a source of research development. The author has utilised this approach and the outcome of the literature review, (which interestingly produced two seemingly contrasting views) when considering the effects of change on organisations and the individuals in them, to arrive at the following research question that is considered in this study:

**Front line capacity building or front line change fatigue, what's really going on?
A Case Study of Liverpool City Councils Transformation.**

In order to answer this question, the following objectives are considered important to achieve in order to build a coherent response to the principle research question:

- ❖ To determine how Liverpool City Council achieved its transformation of front line services
- ❖ To determine how easy or difficult it was to embrace these changes according to the perceptions of the front line staff
- ❖ To determine whether change fatigue or capacity building is present within these staff

The first objective was considered important because *how* the transformation was achieved may give some clues as to how it affected the staff within the organisation, particularly if the method was plotted against seminal works and pertinent literature. The second objective was considered equally vital to achieve because this may assist in determining whether front line staff had a propensity to resist changes in the past (or not). For example, if it could be suggested that this group of staff were resistant to change in the past, maybe this “new” questioning of change initiatives is merely resistance to change rearing its head again rather than the emergence of change fatigue. Achieving the third objective will determine the presence *and extent* of either of the previously mentioned phenomenon and will clearly go along way to answering the research question.

It is intended that this research will provide some insight into the experiences of Liverpool City Council “front line staff” who work within the continuously evolving One-Stop Shop and Call Centre delivery models set up in 2000. It will attempt to illustrate whether working in such an environment contributes to capacity building or change fatigue and what other phenomena’s (if any) are manifest in such a work place.

Some writers have suggested that the notion of “change fatigue” may be a negative consequence for individuals who have been exposed to intensive periods of change, including Morgan (2001) who claims that change fatigue is “rampant” in private sector organisations. Conversely, according to Audit Commission research (2002) organisations get better at change the more they do. Major change programmes impact on core systems such as information technology, human resources and performance management and modernising these in line with the overall vision provides a platform for ongoing future change. They claim that change programmes are a powerful way to develop the leaders of the future.

This set of ideas contradicts the notion of change fatigue in so far as it sees continuous change as a method for building capacity for further changes to be accommodated by the organization and individuals. So, rather than becoming tired and demoralized by change, the appetite for more change is further stimulated and increased.

1.3 Justifications for Research

There are several justifications for this research. As Customer Services Manager of Revenues and Benefits within LCC since 1994 and lead officer in implementing many of the aforementioned changes, the author is in a unique position to conduct such research. In addition, many staffs engaged with designing and implementing previous changes are still directly involved with the service at a senior level and a significant number of junior employees who went through the transformation process are still working in the One- Stop Shop network. This provides a unique opportunity to examine the change process from their point of view.

Further, almost 400 Local Government and business organisations have visited the One- Stop Shops and Call Centre since 2000 (**appendix 4**) to discover how they operate and how the service transformation was achieved. Significant interest has been shown in these models from Central Government. The Office Deputy Prime Minister (OdPM) has encouraged various groups with financial support, including East Lancashire Electronic Partnership (EeLP) and North West Electronic Government Group (NWEgg) to research and develop national One- Stop Shop and Call Centre models of best practise.

In addition, by way of enhancing Liverpool City Councils reputation for excellent customer service delivery beyond Merseyside, various initiatives have been undertaken aimed at developing “strategic partnerships” with other Councils, (Preston Borough Council, 2003, Rossendale Borough Council, 2004). These activities raise Liverpool’s profile further and aim to improve the partner’s customer service delivery, with Liverpool’s employees acting as consultants and change agents, sharing best practise and their management expertise. If this activity is to continue, clearly it is imperative that Liverpool “stays ahead of the game” in terms of maintaining its reputation for leading and delivering excellent customer services.

The results and limitations of this study will therefore be of interest and guidance to Local Authorities and other organisations considering delivering complex services via the Call Centre and One- Stop Shop model as well as those keen to develop models of best practise.

1.4 Methodology

This research aimed to establish what has happened to LCC's front line employees and whether the aforementioned phenomenon's, i.e., change fatigue and capacity building exist amongst them. It is an in depth cross sectional case study of the change processes undertaken by the One- Stop Shop and Call Centre employees. The primary research was obtained utilising several data collection methods including informal semi structured interviews of four senior managers. Information obtained during these interviews went on to inform the structure and content of two separate focus groups made up of the following staff:

- ❖ One- Stop Shop Team Managers and Customer Service Advisors (8)
- ❖ Call Centre Team Coaches & Operatives (7)

Similarly, information that emanated from the focus groups was incorporated into the design of the first questionnaire sent to all staff within the Call Centre and One- Stop Shops (approximately 310 in total). The initial questionnaire was designed to explore the extent of the changes undertaken and to elicit whether employees perceive that they are positively receptive to change or whether or not they have a propensity to resist changes. A second questionnaire was designed to discover whether there had been an increased capacity to absorb and deliver more change or whether the converse was true, i.e., that the continual changes had left them de-energised and with symptoms of "change fatigue".

Findings from this data have been compared to the theory from literature and to contemporary thinking in recent business and academic publications and journals. This was done to examine the idea that there is perhaps a limit to how much change can be delivered successfully at the front end of a large complex local authority organisation before change fatigue can set in. This has been contrasted with the view that following a transformation change process the appetite for more change increases

and this actually builds capacity amongst individual staff. The extent to which both notions maybe factors in this type of working environment after such a transformation is also explored.

1.5 Outline of the dissertation

Chapter one describes that rationale for the research question. It introduces the topic of transformational change and Central Governments push to modernise and transform Local Authorities. It describes Liverpool City Councils change journey since 2000 and establishes the apparent success and transformation of its front line services. It describes vehicles used to deliver the strategy as the One- Stop Shops and the Call Centre and outlines how this change was implemented. It describes two apparently contradictory notions of Capacity Building and Change Fatigue that have been tentatively introduced by the author that may have occurred within front line staff after being exposed to continuous change for a long period.

Chapter two attempts to bring together seminal works and other relevant academic literature from books, journals, web and business publications that would assist in understanding how LCC achieved its transformation and the effects this process may have had upon front line staff. It describes change frameworks and models and includes references to the aforementioned notions of resistance to change, change fatigue and capacity building.

Chapter three attempts to describe the methodology behind this research piece primarily through an in depth case study, carrying an exploratory element via the collection of both qualitative and quantitative data. It describes the rationale and methods behind the data collection and analysis. It also outlines the limitations in the applied methodology and identifies a number of ethical considerations undertaken by the author.

Chapter four attempts to organise the data collected through the methods outlined in chapter three. It has presented the data collected relating to the change journey, capacity building and change fatigue in both written and graphical form as well as using tables and drawings in an effort to better understand what the data is saying. The

outcome from the analysis is merely stated in chapter four without drawing general conclusions or making references to relevant literature as these are the subject of chapter five.

Chapter five attempts to draw tentative conclusions about Liverpool City Councils ongoing change journey and the effects this has had upon front line employees, addressing the research question from the data presented in chapter four. It also offers a critical evaluation of the applied methodology and lists some issues and conclusions about the research problem as well as describing limitations that became apparent whilst conducting the study. Finally, this chapter concludes with potential opportunities for further more conclusive research of a positivist nature.

1.6 Summary

This chapter has introduced the research problem and research question relating to the transformation of Liverpool City Councils Customer Services and has attempted to justify this research piece. It has described and outlined the rationale and justification behind the methodology for both data collection and data analysis. In addition, it has outlined various limitations within the study. The following chapters attempt to build on these foundations providing a more detailed description of the study. The next chapter contains a detailed account of academic and business books, web pages and journals that are pertinent to this research piece.

2.0. Literature Review:

2.1 Introduction

The previous chapter introduced the main theme and rationale for Liverpool City Councils Customer Services transformational programme. It described the springboard and vehicle for change via the setting up of “Team Liverpool” in 2000 and the establishment of the Call Centre and One- Stop Shop network. It outlined the cumulative nature and extent of knowledge required by staff delivering front line services within the One-Stop Shops. It also described front line Managers perceptions regarding recent changes in the attitudes of some staff towards new change initiatives. It has been established that future changes are necessary to implement the final stages of the Customer Services Strategy and maintain a reputation for excellent service delivery.

The first part of this review looks back on the transformation change process using appropriate literature to help describe Liverpool’s “change journey”. The second part of the chapter describes research that may assist the understanding of the experiences of the staff that underwent the transformation with introduction of various notions including change fatigue and capacity building. Therefore the literature review covers three main areas:

1. Transformation & Transactional Change Management

- Which of the existing change models apply to Liverpool’s transformation?
- Why are some change initiatives easier to embrace than others?

2. Change Fatigue

- What is it and what of other “related” notions, such as resistance to change and innovation fatigue?

3. Capacity Building

- What is it and can it coexist with the above notions?

Transformational and transactional change has been examined in order to determine the approach taken by Liverpool City Council to achieve the conversion from “poor” to

“good” customer services. This activity will shed some light onto why the rapid transformation was so successful. It will also help identify the key factors that contributed to the attitudes and perceptions of front line staff towards their change journey as well as furnishing the reader with a flavour of the extent of the changes undertaken by them.

2.2 Transformational Change

The implementation of the Customer Contact Strategy (CCS) within LCC can be viewed as a major strategic change which necessitated significant operational changes across all service areas. The extent of the changes required to achieve transformation cannot be underestimated given the low starting point described in chapter one. A summary of the main changes that took place in 2001 in terms of telephony and face-to-face service delivery was noted in chapter one (**table 1**).

It can be seen that the changes required to implement the Customer Services Strategy were extensive, in so far as, they touched on every aspect of the employees working life; the office environment, the way staff looked and dressed, increased monitoring and accountability, the number of services they were required to deliver (**table 2**). In addition, the terms and conditions of employment contracts were fundamentally changed to accommodate the new ways of working and the extended opening hours of the new facilities. Weekend working was introduced along with a management expectation that staff would work “flexibly” from any One-Stop Shop location across the City.

2.2.1 Change Process and Frameworks

Much of the literature written about change management techniques concentrates on the “journey of change” and purports to guide the reader through some kind of transformation or incremental change process. Most admit that transformational change can be difficult. Bondella and Musa (1979) have translated the ideas of perhaps the notorious change master, “There is nothing more difficult to plan, more doubtful of success, nor more dangerous to manage than the creation of a new system, for the initiator has the enmity of all who would profit by the preservation of the old

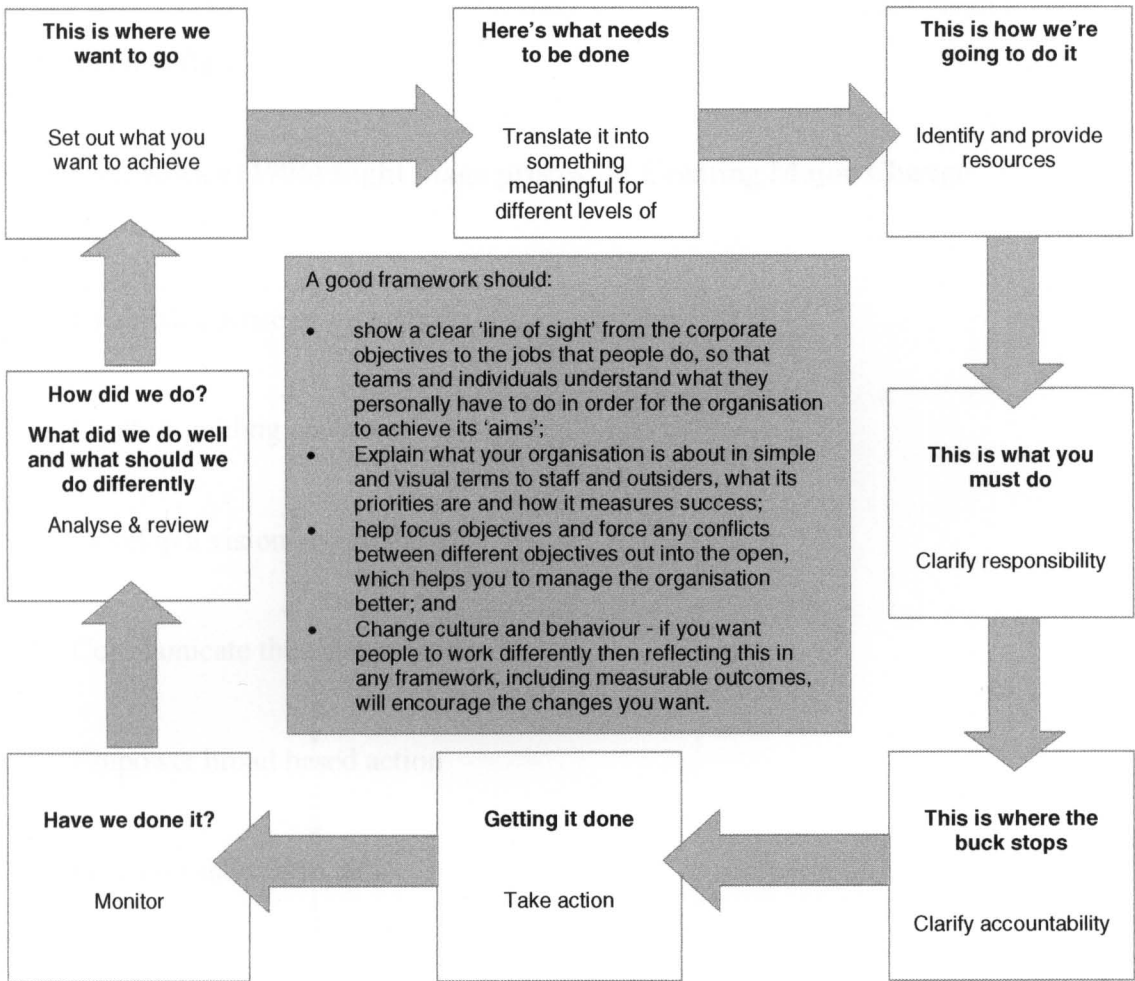
institutions and merely lukewarm defenders in those who should gain by the new ones”, (Machiavelli 1513).

The issues and problems associated with major and significant change remain the same as in Machiavelli’s day according to the change management literature. Nevertheless, many writers have produced models and frameworks that claim to successfully manage change. However, according to Burnes (2000), despite the large body of literature devoted to the topic of change management, and the many tools and techniques available to change agents, there is still considerable debate regarding the most appropriate approach.

Prior to 2001, the change process within Liverpool City Council had tended to occur incrementally (transactional), with larger projects managed in a planned and formal way. The pace of change within individual departments was generally slow with Managers preferring to stick to old reliable methods of operation rather than attempting anything new. Some writers have noted that change and managers do not always sit easily together, including Appelbaum and Wohl (2000) who concluded that even managers who can see the need for change will resist change which appears too major, too risky or too different, particularly if a “blame culture” exists within the organisation. Similarly, Naylor (2004) argues that managers as well as staff appear to prefer the status quo.

It has been shown in chapter one that many of the changes embraced by Liverpool City Council were shaped by Central Government and naturally focused on improving performance. A suitable model for this has been suggested by the Audit Commission (2002) shown in **fig 1**:

Fig 1: Change management: Performance Management Framework

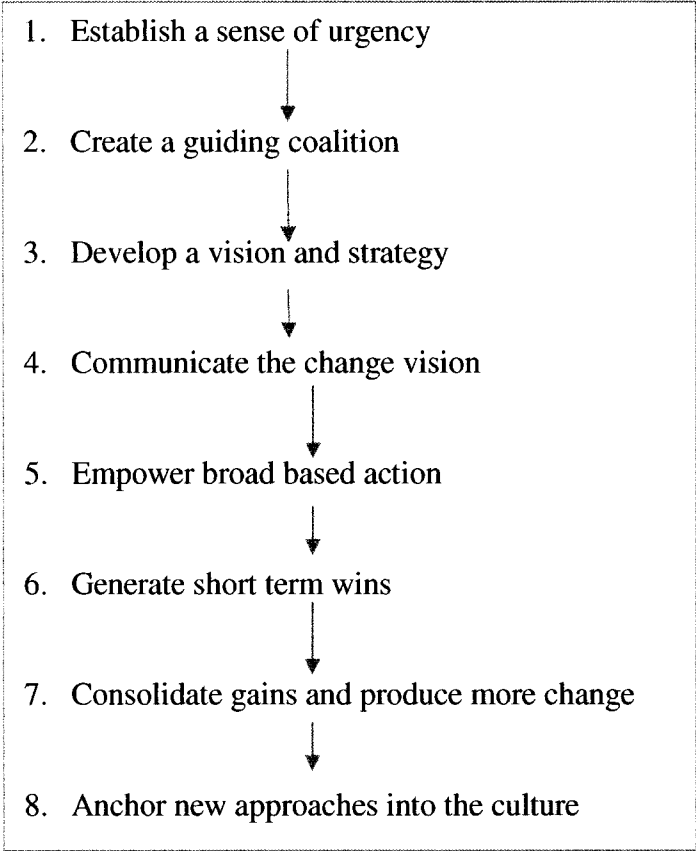


Source: Performance Management Framework. Audit Commission, (2002),
Performance Breakthroughs - Improving performance in public sector organisations,
ISBN 1 86240 3961

This model has similarities with action learning cycles (Thornhill et al, 2001) in so far as, the process continues in a never ending cycle which facilitates further improvements in performance through an on going change process. The model implies that once the initial change occurs the continual process of improvement will continue because the necessary behavioural and cultural changes of staff will have embedded the new way of working within the organisation. However, embedding new ways of working in a culture that is not used to change is difficult, particularly so within local government who are known for their risk averse nature.

Other transformational change models conclude that on both strategic and operational levels, the change process can be viewed in a planned and rational way, a step by step process. Kotter (1995) advises of an eight stage process in order to create major change as illustrated in **fig 2**.

Fig 2: J. P., Kotter (1996) Eight Stage process of Creating Major Change



Source: *Leading Change* J. P. Kotter (1996) adapted from “*why transformation efforts fail*”, Harvard Business Review (March – April 1995).

This type of linear sequence model has been criticised by some writers, including Burnes (2000) who note the warnings of Buchanan and Story (1997), who state that attempts to impose order and often a linear sequence to processes that are in reality messy and untidy, which unfold in an iterative fashion with much backtracking and omission are not always appropriate in large complex organisations.

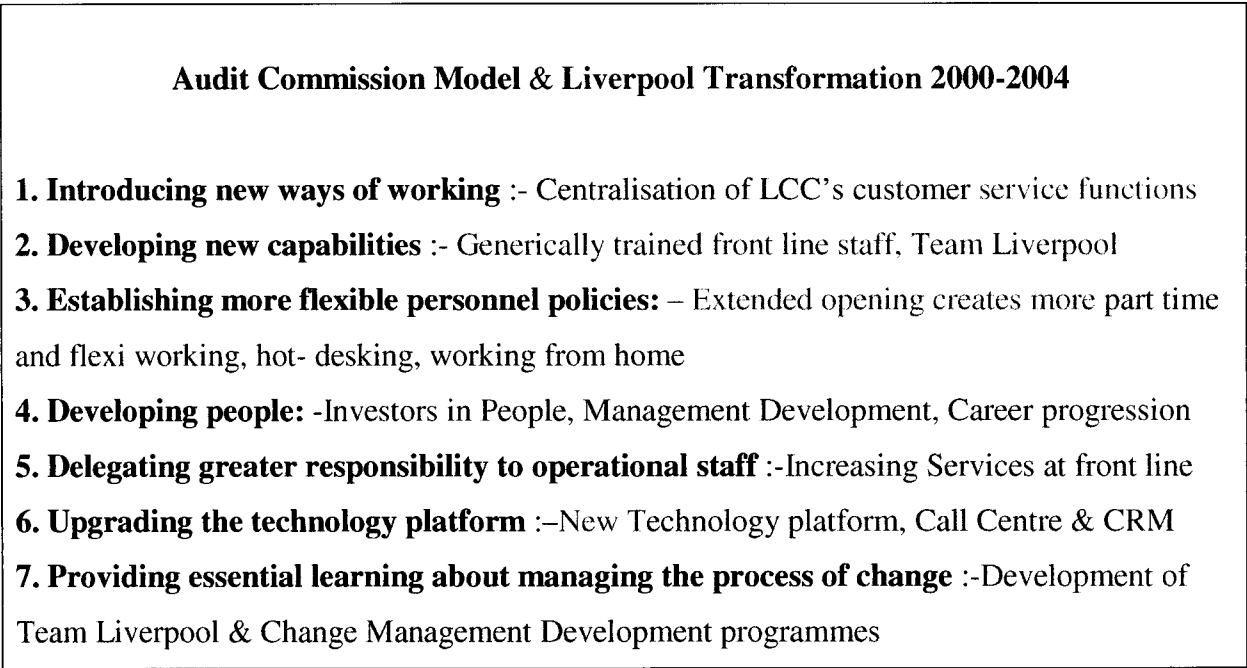
In addition, Pettigrew (1991) observed that planned approach’s are too prescriptive and do not pay enough attention to the need to analyse and conceptualise organisational

change. The conceptualisation of the future vision and changes that bring this about is most important for operational management and staff, as they can gain a better understanding of how their role “fits in” to the new world.

However, despite the criticisms made by Buchanan & Storey (1996) and Pettigrew (1991), step by step change processes are useful to illustrate and communicate the change process over time. Applying Kotter’s (1995) linear sequence model to the change process that occurred within Liverpool City Council will furnish the reader with a greater understanding of the change events that happened in order to facilitate the transformation of customer services (appendix 5). It can be seen that in many respects, Kotter’s (1995) model appears to fit well with the transformation that Liverpool City Council underwent at both strategic and operational level. However the process does tend to lean towards an overarching strategy and given the criticisms of the linear approach outlined earlier it does not take sufficient account of the fact that some steps may need to be revisited at times, particularly when the change is ongoing for many years.

Another model that can be used to describe Liverpool’s transformation has been produced by the Audit Commission (Fig 3)

Fig 3: LCC Transformation plotted against Audit Commission model for change



Source: Author (2004) Adapted from Audit Commission transformation model (2002), change here:<http://ww2.audit commission.gov.uk>

However, the application of either model doesn't sufficiently explain why some staff appears to be suddenly concerned by Liverpool City Councils change programme. Paton & McCalman (2000) found that organisations that are successful at change recognise that part of the change agent's role is that of doing themselves out of a job and that sustained transformation is only achieved if the processes and change mechanisms left behind become built into the business. Similarly, Kotter (1995:21) advocates "anchoring new approaches in the culture" by changing behaviours and developing new ways of working. Perhaps the new ways of working have not been sufficiently anchored into Liverpool's front line services?

Another model that can go some way to explain Liverpool's transformation is that proposed by Lewin (1951), as certain aspects of the change programme appear consistent with the "unfreeze, move and refreeze" model. The stages of unfreezing and moving the organisation forward are clearly evidenced by the significant improvement in customer services. However, many organisations would have difficulty with the final element of the model given the additional impetus of continuous improvement; therefore the refreeze element of this model is harder to demonstrate in Liverpool's case.

In any case, other writers have criticised the Lewin model, including Burnes (2000) who claim that it is too simple, and Kanter et al (1992) claim that organisations are fluid entities with many personalities and that the stages are not separate but would necessarily overlap and interpenetrate one another in important ways. However, Lewins model may be useful to explain why some front line staff appear to be more questioning of change initiatives than before, as the period of "refreezing" has not been allowed to happen due to the continual "service take on" process.

Further, Burnes (2000) notes that in order to move to the next level in Lewins model, the organisation would have to eradicate old methods and attitudes completely and that this is not always easy in large complex organisations. However, it is difficult to imagine how the Liverpool City Council transformation could have occurred so rapidly without the general consensus of employees working within those facilities to embrace the changes. In addition, Call Centre and One-Stop Shop staffs are often held up as exemplars of embracing change and new ways of working by the Executive Management Team.

Nevertheless, managers have recently expressed concern that a number of staff occasionally display behaviour and attitudes of the “old school”, for example, refusing to be as flexible as their colleagues when asked to change locations/hours and can be reluctant to take on new services which can hinder optimal operational performance. Is it possible that the old attitudes towards change have not been eradicated completely, as described by Burnes (2000) and have they started to re emerge? Or could the absence of the last stage of Lewins model (refreeze) and consolidation be the reason for this new behaviour?

Moving away from generic change models, some writers claim that local government organisations have very different pressures to contend with when contemplating major change programmes. Within a public service, Joyce (1999) suggested that there are four common propositions when considering strategic change;

1. Greater pace and rate of change
2. Employee, public and others involvement
3. Partnership approach rather than self sufficient organisations
4. Solutions must contain an element of creativity

The application of these propositions to Liverpool City Councils change journey demonstrates a high level of conformity to Joyce’s model. We saw in chapter one how the customer services strategy brought about significant strategic and operational change which was dramatic and much more rapid than in the recent past. Engagement of citizens, employees and politicians were seen as paramount to the successes of the new strategy. For example, front line managers were encouraged to involve and consult with staff and trade unions, in low level decision making, such as the style of front office desks and uniforms for One-Stop Shop staff.

Given the huge amount of capital investment required, the pursuance of a private sector partner with expertise in Information Technology (IT) and Call Centre operations was seen as paramount. In terms of creativity, both Call Centre and One-Stop Shops’s have won many accolades for “innovation in public sector service delivery” from both public and private sector award bodies from 2002- 2004, typified by the comments in the Audit Commission report which considered customer contact strategy to have an “innovative approach to technological solutions” (2004:4).

Further public sector propositions were noted by Nutt and Backoff (1992) who identified that a critical feature of change in public authorities is “public need volatility”, transmitted via politicians in the form of pressure on public services to change direction and priorities. In 1999 the Liberal Democrat party were elected in Liverpool and appeared keen to disassociate themselves from the old way of doing things. This included the previous Labour party stigma of militancy that became synonymous with employee/employer conflict and poor industrial relations. In Liverpool’s case, public need volatility may well have been a driver to facilitate a tangible and highly visible change (One-Stop Shops) that could be seen by the electorate. It would also ensure that local politicians “signed up” and actively encouraged the ongoing changes required to transform their local public services.

It can be seen that many models appear to fit well with the transformation effort within Liverpool’s front line services and these could explain why transformation was so successful. However, given the recent concerns of staff regarding new change initiatives it is also important to understand why some change efforts can fail.

2.2.2 Why Change Efforts Fail

Chapman (2002) notes that the readiness for change comes from knowledge that the organisation is poorly aligned with its environment or that opportunities are being forfeited. This notion supports the views of Morgan (2001) quoting Garvin who maintains that change efforts fail because for two main reasons:

- ❖ Poor design – where there is a failure to address the underlying processes used to get the work done, for example relying on Information Technology systems to provide the magic solution and not explicitly tackling the necessary behavioural changes.
- ❖ Poor communication - in complex organisations change will be occurring rapidly in some sections but not in others and change leaders need to be prepared to give the same speech repeatedly in order to ensure it is heard throughout the organisation.

Has Liverpool City Council focused too much effort on Information technology and less on behaviours? Given the extensive management and staff development programme described in chapter one this would appear unlikely. On the other hand the Audit Commission noted Liverpool's innovative approach to technological solutions within the customer contact report (2004), suggesting this approach is unique and therefore carries the risk of the unknown. This could imply Liverpool regards technology as more important than other aspects of change delivery.

Garvin's second reason relating to imbalanced communication throughout the organisation is also unlikely to account for any potential failing in this case, as front line staffs were the first to undergo the transformation have been subjected to ongoing transactional changes ever since. Perhaps the recent questioning of change initiatives is simply an agreement with Chapman's (2002) argument, that after such a long period of change, front line staff can no longer "see" the need for change or that opportunities need to be grasped in order to maintain excellent service delivery in the future?

According to Morgan (2001), Garvin also suggests that the "future state" of the organisation must be made clear and the initiative explained thoroughly, allowing staff to hear the arguments for and against the options that were rejected and must address employees' fears, "People want to know why you think they can make it through the change," and "they want to know how you're going to help them through it" Morgan (2001:4).

Defining an unambiguous future state is seen by many as essential for employee "buy in", however, the complexity of a large organisation like Liverpool City Council with 19,000 employees in dozens of different service areas makes that task difficult to achieve. Kanter (1996) argues that it is very difficult for leaders to spell out in advance precisely what the future state should look like and claims that the key to substantive improvement lies in creating an environment in which employees don't even know that they're changing.

This notion appears to contradict the idea that employees need to be made fully aware of the change dictated from management in order to obtain employee "buy in" and help facilitate the change. In any case, given that both customer services channels are still evolving it would have been difficult for Managers to articulate the shape of the final

models in any meaningful way at the beginning, as they themselves will have been unaware of them as Kanter (1996) suggests.

In addition, the notion that all change is driven from the top as suggested by Morgan (2001) and others can also be refuted. Mintzberg (1983) argues that top down change is a fallacy driven by ego, the cult of heroic management and considers this to be down to a peculiarly American overemphasis on taking action. Mintzberg argues that organisations succeed because of the small change efforts that begin at the middle or bottom of the company. However, some research has shown that even when change is dictated from the top and despite negative reactions to forced and rapid change by both managers and “grass roots staff”, organisations can still achieve improved performance according to stakeholder criteria (Lewis 1994).

On the other hand, those who support the views of Human Resource Management (HRM) schools would resist any notion that forced change from the top is the way forward. They argue that employees should be considered a vital “stakeholder” in the organisation, Boxall & Purcell (2003). Further, Holbeche (1999) and Burnes (2000) suggest that without the support of employees, even the best strategies and change programmes would struggle to be effective. Moreover, Hall (1993) advocates greater employee involvement in change and found that employee “know how” was rated as one of the most important contributors to business success when examining intangible resources and capabilities to sustain competitive advantage. This suggests that employee engagement and views play a vital role in sustaining successful change effort and improvements.

2.2.3 Employee Involvement

According to Strebel, for major change to occur the initiative must touch upon employees fundamental psychological motivations (Harvard Business Review May 2004). Other writers, including Lawler (1995) noted that intrinsic rewards, like self esteem and recognition are more important influences on motivation and performance than extrinsic rewards, such as pay, Huczynski & Buchanan (2001). Further, they note the complex dynamics of the Porter & Lawler model of work motivation (1968). This model brings together a whole range of thinking on motivation from Vroom’s expectancy theory (1960) and includes the influence of personal attributes and behaviours of individuals.

Further, the importance of recognising the “psychological contract” (Schein) ensures the unwritten reciprocal expectations between an individual employee and the organisation are met (Boxall & Purcell 2003).

Many writers Masaaki, (1986), Kotter (1995) Covey (2004) advocate staff involvement in the early stages of the decision making process and the importance of linking strategic and operational staff was noted by Pettigrew & Whipp (1991). Similarly, “Kaizen” ethos that advocates allowing staff to decide how a job should be done and delegating as much control to workers as possible, thus motivating them to higher productivity and higher quality (Masaaki 1986) holds a persuasive argument. However, as Burnes (2000) notes, this ideology which stresses innovation and stability does have limitations when applied to the West given that it emanates from a completely different culture and not all employees undergoing change are as malleable as this school of thought suggests.

Finally, it is important to note that not all staffs are willing to be involved and engaged. Chapman (2002) argues that there is a need to unsettle any narrow preoccupation with the immediate concerns of isolated or fragmented groups and to clarify ways in which the futures of different units are interlinked. Chapman developed the notion of “reframing”, so that all staff could see their contributions, work processes and relationships in a new light and move beyond unconstructive behaviour patterns, parochial attitudes and conflicts. It would appear therefore that the successful transformation of a large complex local authority is not a simple process with many interrelated variables and co dependencies to contend with.

This backdrop has attempted to furnish the reader with the context for Liverpool’s transformation and has noted that further changes are required to increase first point of contact resolution and customer satisfaction. It has been suggested that these staffs did not witness much change prior to 2001, when incremental change was the preferred method of operation and therefore the impact of a rapid succession of changes on individuals will have been all the more considerable. The next part of this review goes on to examine what this effect may have been.

2.2.4 Change Fatigue, Resistance to Change & Other Related Ideas

The paucity of information within the academic literature in this area, particularly *within public sector organisations has proved a barrier to this research. Despite the* notion being around since the early 1990's an academic definition has proved difficult to find. However, Scott - Morgan et al (2000) describe change fatigue from within a private sector context as the "inability to handle the disruptions caused by a constant state of flux in systems procedures and equipment".

Similarly in an article written for the Harvard Business School entitled "Do you have change fatigue" N. Morgan (2001) describes how a large American private health care organisation, with over 800 managers across its operating companies failed to follow up a major innovation initiative at a great financial loss. Morgan claims that this is typical of many change efforts and that they are often greeted with "rolling eyes of employees" and that "change fatigue is rampant" in many organisations within the United States of America.

Closer to home, various business consultants within the United Kingdom, including Richard Wheeler Associates (RWA), a leading Human Resource, Search and Selection Consultancy claim that employees and organisations displaying the symptoms of "change fatigue" can be typically described as:

- ❖ People are stressed, overworked and reluctant to put their heads above the parapet
- ❖ New changes and projects are passively accepted rather than enthusiastically welcomed
- ❖ People becoming more risk averse and cautious
- ❖ People questioning their future with the company

Source: Retrieved from web site- Richard Wheeler Associates (Sept 2004)

The existence of such unhealthy symptoms would be clearly undesirable and particularly so for front line staffs within LCC who are seen as ambassadors for the transformation programme. Other leading change gurus, including Covey, S.R (2004) believe that the impact of continuous change and poorly constructed and executed change management programs can lead to the condition of change fatigue.

In a similar vein is the idea of Innovation fatigue. This notion has been described as a condition which is often seen in companies due to the rapid pace of technology and business change. It is claimed that new technology arrives faster than people are able to understand or absorb it. Corporate cut-backs in training and support make the problem worse with employees becoming increasingly stressed according to E- Business Strategies Consultants (2004). Although innovation fatigue tends to be associated with new information technology, change fatigue and innovation fatigue appear to have many similarities, particularly in terms of the effects these phenomena's seem to have on the individuals who are subjected to them.

Similarly, RWA quoting Bridges (1991) argues that in order to avoid change fatigue, organisations need to actively support the people who have to turn the strategy into working reality. Key individuals need to be supported through the process of change and transition in order to cope both emotionally and professionally. Bridges claims that managing the transitional period is paramount, and states the transition is the psychological process people go through to come to terms with the new situation.

This is also supported by Morgan (2001) who quotes Kanter, claiming change fatigue comes about as a result of employees not having some control in how the change is implemented. However, we have already noted Chapman (2002) contrary view to this that states the need for some employees to see change in a more holistic manner, to see the bigger picture beyond their own blinkered view.

However, these ideas do echo the notions of Pettigrew and Whip (1991) in terms of the importance of linking the strategic change with operational changes and that of Lewin (1951), noted earlier, who advised of a period of "refreezing" of the organisation before moving to the next phase. More recently, Bolton and Heap (2002) agree, and argue that long term improvement requires periods of consolidation and that discontinuity must be explicitly brought into the process of change.

Before ending the discussion on change fatigue and other related ideas, it is important to note the difference between this idea and that of "resistance to change" as similarities may be apparent even though they are two distinct phenomena. Resistance to change has been defined as "an inability or an unwillingness, to discuss or to accept organisational change that is perceived in some way damaging or threatening to the individual" Huczynski & Buchanan (2001:599). This notion is clearly distinct from

change fatigue which is described as the “inability to handle the disruptions caused by a constant state of flux in systems procedures and equipment” Scott- Morgan (2000:4).

2.2.5. The Notion of Capacity Building

The notion that individuals develop “change fatigue” after exposure to prolonged periods of change is contrasted by the notion of “capacity building”. Capacity building has been described as the “development and maturation of individuals within organizations not only as a means of self-fulfilment but also as a primary component of meeting the larger goals of the organization”, (Jurie 2000:264). The Audit Commission (2002) assert that organisations become more successful at dealing with change the more change they do, but particularly so following a transformation or step change programme. They claim that the changes needed to deliver major projects can unlock the potential for further dynamic shifts (noted earlier in **Fig 3**), through for example:

- ❖ Introducing new ways of working
- ❖ Developing new capabilities
- ❖ Establishing more flexible personnel policies
- ❖ Developing people
- ❖ Delegating greater responsibility to operational staff
- ❖ Upgrading the technology platform
- ❖ Providing essential learning about managing the process of change.

It is claimed that following a transformation an organisation should have improved its capacity and that of its individual staff. The Audit Commission argue that success in delivering such transformation and tangible improvements for customers should *not* leave your organisation depleted, demoralised and exhausted but energised, with its capabilities enhanced and the potential for its staff to be freed up for the future, Audit Commission (2002). Other change leaders appear to agree, including Covey, S.R (2004) who states that the more we use and magnify our present talents, the more talents we are given and the greater our capacity becomes.

However, recent evidence suggested the presence of both change fatigue symptoms (called here initiative fatigue) and capacity building amongst the same group of staff.

Fallon et al (2003:63-67) found that organisations can “encounter the dead hand of past” in the form of resistance to change that is compounded by "initiative fatigue" and that this notion may have “resulted from what staff perceive as the almost endless succession of government-imposed quality initiatives”. At the same time, Fallon found that business support organizations and their managers go through a "learning curve", enabling managers to deal increasingly effectively with employee resistance to change, and with organizational problems, as change initiative follows change initiative.

2.3 Summary

This chapter has outlined seminal works relating to transformational and transactional change programmes alongside emerging evidence within business and academic publications that describe the potential affects upon individuals who have been subjected to prolonged change efforts. These include the notions of change fatigue, resistance to change and capacity building. The following chapter attempts to outline the research methodology undertaken to answer the research question.

3.0 Methodology

3.1 Introduction

This chapter outlines the major methodology used to collect data that attempts to answers the research question described in chapter one. It outlines the approach to research design, methodology and data collection methods as well as describing how the data was analysed. Finally, it lists the major ethical considerations as well as the limitations, rejected methodologies and data collection techniques associated with this research study.

3.2 Approaches to Research Design, Methodology & Data Collection

Although there are a great variety of means at a researcher’s disposal to carry out a preliminary phase of a research project it is important to note that it is not possible to be prescriptive about the method that should be chosen. A “one size fits all” approach is unlikely to occur given the variety of topics, situations and organisational environments that research projects are likely to emanate from, Saunders et al (2003).

Fisher (2004:54) warns of the danger of connecting research methodology and particular methods and advocates the use of any number of research methods in any of the approaches however choosing an appropriate research method is clearly critical. Siverman (1993) has explained some of the possibilities by comparing qualitative and quantitative forms of research detailed in **table 3**:

Table 3: Approaches and Methods of Research

Method	Positivist	Interpretivist
Observation	Preliminary work	A major component of research
Documentary	Content analysis	Understanding categories
Interview	Large random samples, fixed choice questions	Small samples., open-ended and unstructured questions
Questionnaire	Large random samples, fixed choice questions	Used for initial mapping, open ended questions

Source: Silverman (1993) from Fisher (2004), Researching and writing a dissertation for business students

Using Silverman's guide, the use of small interview samples within this study with open ended questions suggests an interpretative approach, however the use of fixed choice questions within questionnaires later in the study leans towards a more positivist stance. This is supported by Saunders et al (2003) who advises that business and management research is often a mixture between positivist and interpretativist, perhaps reflecting the stance of realism. This study carries elements of both approaches and incorporates interviews and questionnaires within a case study.

Morris & Wood (1991) suggest that case studies are important in order to gain a richer understanding of the context and the processes being enacted, similarly Fisher (2004) states that case studies are appropriate for a more in depth understanding of a particular situation. Saunders et al, (2003) quoting Robson advises that a case study is a research strategy that involves the empirical investigation of a particular contemporary phenomenon within its real life context, using multiple sources of evidence. As well as being an appropriate way to explore existing theory, it can also allow challenges to theory and could provide a source of new hypotheses (Saunders 2003).

Given the above and the paucity of information on change fatigue, a cross sectional case study approach appeared highly appropriate for this research piece which looked at transformational and on going transactional change processes and their effects on individuals. It has focused mainly on staff that had been exposed to the customer services transformation programme since its inception. It required participants to reflect on their own experience and feelings towards the change they had undertaken and to explain how they felt about future change; therefore a case study approach was thought to be the best fit for the research situation and would provide the necessary depth of understanding required.

The preliminary stage of the investigation was designed to achieve the first two objectives outlined in chapter one: to determine how Liverpool City Council achieved its transformation and to determine how easy or difficult was it to embrace these changes according to the perceptions of the front line staff. The study has used a four step approach with qualitative interviews at the beginning of the research, feeding into quantitative surveys later on. The primary data for this case study emanated from sources detailed in **table 4:**

Table 4: Sequence & data type used to inform study

Process	Data Collection Method	No responses utilised in study
Step 1	Interviews with One- Stop Shop and Call Centre Managers <ul style="list-style-type: none">❖ General perceptions of the change journey❖ Did staff find it easy or difficult to embrace the transformation changes?	4
Step 2	Two focus groups of staff from One- Stop Shops & Call Centre <ul style="list-style-type: none">❖ General perceptions of the change journey❖ Did they find it easy or difficult to embrace the transformation changes?	14
Step 3	Initial questionnaire to Call Centre / One- Stop Shop staff : <ul style="list-style-type: none">❖ Did they find it easy or difficult to embrace the transformation changes❖ Includes some pilot questions that could suggest presence of change fatigue /capacity building	60 (sample)
Step 4	Second follow up questionnaire to Call Centre / One- Stop Shop staff: <ul style="list-style-type: none">❖ Views on extent of capacity building❖ Views on extent of change fatigue	60 (sample)

Source: Author data collection methods from Nov 2004 to Feb 2005

The secondary data utilised to inform this research was taken from Liverpool City Councils One- Stop Shop “meet and greet” database. This contained information on the number of services and sub-services delivered through the Shops and Call Centre from 2001 to 2004 (**table 2**). In addition, extracts from minutes of staff team meetings from September and October 2004 have also been incorporated into this study (**appendix 2 and 3 respectively**).

In order to establish the current context and working environment the author conducted four separate interviews with Managers from the Call Centre and from the One- Stop

Shops. Unstructured interviews can be troublesome in a research environment as the respondent could lead the direction of the interview away from the main thrust of the study (Fisher 2004). Similarly, pre coded interviews with questions that are pre determined by the researcher was thought to be too inflexible to obtain a full range of information from participants; therefore semi structured interviews were selected as a more appropriate vehicle for this research piece.

3.3 Qualitative Data Collection

A semi structured interview was therefore developed using the authors own knowledge, information and observations of the change programme that had occurred from 2001 to 2004. Saunders et al (2003) has suggested the importance of using open and closed questions in semi structured interviews in order to facilitate a flexible approach depending upon the responses obtained. This facilitated a free response from the participants because responses were not predetermined by the author and the study can therefore be seen to be exploratory in nature (Fisher 2004).

3.31 Managers Interviews

Four managers interviews (two from the One-Stop Shop and two from the Call Centre) were carried out between 29 October and 14 November 2004. Participants were advised at the start of the interviews of the aims and objectives of the study, the author's ethical stance in terms of confidentiality and their consent was sought to tape record the interviews. This allowed the author to focus on follow up questions to responses that had not been foreseen and allowed the interviews to flow as naturally as possible without worrying about missing a vital phrase or important context. Transcripts of these interviews were then typed up by the author to facilitate accuracy of context and meaning to both verbal and non verbal body language noted during the interviews. The information from the transcripts has been displayed in data display tables (**appendix 6**) to ensure anonymity and was used to design the content and structure of the staff focus groups.

3.3.2 Staff Focus Groups

Two separate focus groups were conducted; one for One- Stop Shop staff on 18th November 2004 and one for Call Centre staff on 24th November 2004. Staffs were informed of the aims and objectives as well as the confidentiality aspects of the study at the outset. The main points including relevant quotes from participants were recorded on several flip charts by the author for the duration of the meeting as it was felt that tape recording may not pick up the voices of everyone in the group. The information from the flip charts was later assimilated into main themes using a cognitive approach similar to the “mind map” technique described in Saunders et al (2003) citing Buzan (2000).

This method of recording the data was designed to ensure that the information, comments and points made were accurately captured and designed to reduce the time spent writing “word for word” what every participant said. This allowed the author to concentrate on relevant follow up questions as well as keeping all participants fully engaged in the process. Some quotes from participants were noted, particularly those that appeared to have some consensus amongst the group. However, this method of recording the interview was not entirely successful as it became clear at the end of the process that some participants did not participate as fully as others within the group.

Therefore a different method of recording information was utilised for the second focus group. This smaller group was recorded on tape with the permission of all the participants and transcribed later that day by the author. This process allowed the author to pick up on non verbal signs and ensured all participants were given the opportunity to express their own view rather than fall into the trap of “group think”, (Huczynski & Buchanan (2001:753) and to avoid the discussion being dominated by one or two participants, similar to that described by Saunders (2003:272).

During both manager interviews and focus groups, the author was mindful of the importance of not asking leading questions. Therefore the concepts of change fatigue and capacity building were not specifically introduced to participants during the focus groups or interviews as the author did not want to appear to be “leading” the participants down any particular path. Instead, the interviews focused on the “change journey” using reflective questions such as *“why do you think this type of change*

caused so much concern”? and *“what influences whether a change is embraced or rebuffed”?* This approach encouraged “story telling” and recollections of “critical incidents” (Fisher 2004) relating to the changes that had occurred and allowed key themes to be explored in more depth.

The flip charts and transcripts produced by the author were shown to two of the participants in each of the focus groups and all four participants of the semi structured interviews. They were asked to check for accuracy and to confirm that their content was a true reflection of what was discussed. All agreed that they were an accurate reflection of the discussion(s) with a few minor amendments requested by one of the Call Centre managers which were duly amended. The information from the focus groups has been displayed in data tables (**appendices 7 and 8**).

3.3.3 Design of Questionnaire

Content analysis of the information from the staff focus groups and manager’s interviews suggested several themes that were initially colour coded and grouped together in the manner suggested by Fisher et al (2004:155) as a way of attempting to make sense of the information collected and to ascertain what was relevant to the research study. Questions were then designed that would explore these themes further.

The initial questionnaire was made up of three parts and utilised positive and negative questions in order to avoid response acquiescence. Respondents were asked to comment on whether they found certain changes more easy or difficult to embrace from a list of sixteen key changes that had occurred since 2001 and whether or not they agreed or disagreed with statements from the manager’s interviews and focus groups on how individuals “coped” or had been “affected” by these changes.

The latter information was important because it would help to support (or not) the quantitative data regarding the “change journey” and establish (or not) the presence of resistance to change, change fatigue or capacity building. Biographical data was included in the questionnaire and respondents were also offered an opportunity to make comments that would further inform this study. A blank copy of the initial questionnaire can be seen in (**appendix 9**).

The questionnaire utilised a 7 point *Likert* scale in order to evaluate respondent's agreement or disagreement towards statements and quotes that had come from the original focus group and interviews. Fisher (2004:166) quoting Billig advises that the use of *Likert* scale is not appropriate for some interpretative research as most people are "in a constant state of debate with themselves about their views on any issue and therefore their attitudes are subject to constant change and revaluation". However, the *Likert* scale facilitates the ability to give responses a numerical value and given that this research is attempting to discover the *extent* (if any) of the previously outlined phenomena, it would appear to be a valuable research tool for this particular study.

3.3.4 Piloting the Questionnaire

Prior to the questionnaire being sent to the Call Centre and One-Stop Shop staff, a pilot was conducted utilising four staff from each group. The feed back and comments from these staff was used to review the construction of the questionnaire in terms of its layout, sequence of questions, wording, clarity of questions and instructions. Only minor amendments were suggested to the layout of the questionnaire and these were incorporated into the final design.

The questionnaire was then sent to all staff via e mail with full instructions on how to complete it and contained a polite request to return it as soon as possible to the author via internal mail system (rather than e mail) so as to maintain anonymity. The total number of staff invited to participate in the study was 151 (Call Centre) and 159 (One-Stop Shops), a total of 310 in all. Following a reminder, the number of completed questionnaires was 89 from One- Stop shops and 57 from Call Centre staff (a total of 146) which represents a significant sample size of 47% across both front line services.

3.3.5 Sampling Selection & Further Data Requirements

The number of responses (146) was thought to be too large to analyse fully in the time given to carry out this research. Saunders et al (2003) and Fisher (2004) suggest that, when testing for statistical significance, the *impact* of sample size declines rapidly for samples over 30 cases. In order to ensure the data to be analysed was manageable in the time permitted for this study 30 cases were selected from each of the two groups using a simple random sampling selection technique described in Saunders at al (2003:162).

The occurrence of bias was reduced by allocating each completed questionnaire a unique sequential number and then selecting 30 random numbers from each group (60 in total).

Using this technique, it could be argued that the views of the participants selected at random could be said to represent the views of the whole population concurring with the view of Henry (1990) cited in Saunders et al (2003) who advises that sampling can give a higher overall accuracy than a census as researchers have more time to focus on designing and piloting the means of collecting such data.

Analysis of the first questionnaire highlighted areas that warranted further and more focused investigation, specifically to determine the **extent** and nature of change fatigue and or capacity building that appeared to be apparent from the results of the initial questionnaire. Accordingly, a second questionnaire was produced utilising the same methods mentioned earlier and sent to all 310 staff via the same distribution method with a note explaining the rationale and need for more in depth data. A blank copy of the second questionnaire is detailed in (**appendix 10**).

The design of questions in the second survey utilised characteristics, attributes and definitions that had emanated from the literature discussed in chapter two surrounding the notions of change fatigue and capacity building. A total of 83 second questionnaires were returned (47 from One- Stop Shops and 36 from Call Centre) which represented a sample of 27 %. The same random sampling technique was used to reduce the numbers to 30 questionnaires from each service area (total of 60 in all).

3.3.6 Methodology for analysing the Manager Interviews

As previously noted the four manager's interview transcripts were analysed using content analysis and coding labels. An example of the coding of the main themes has been detailed in **table 5**:

Table 5: Example of coding labels used for main themes (Extract from Managers interviews)

Interview Code	Quote from interview	Code label
Mgr 001 (One Stop Shop)	- I have found the last 4 years really exciting with all the changes we have made, we have come a long way.	Fast pace & Capacity Build
	- when we started to take on more services staff were saying “this is great”, but now its reaching <i>saturation point</i> , staff are saying “ we are doing too much”	Change Fatigue
	-some staff cope very well with multiple change.....its down to personality	Capacity building
	-some negative people have strong characters and will influence others who are (otherwise) ok about the change	Resistance/Fear of change

Source: Author – Extracts of One Stop Shop & Call Centre Managers Interviews conducted Nov- Dec 2004

3.3.7 Methodology for Analysing Staff Focus Groups

The two focus groups were asked to reflect on similar questions to those put to the managers and were designed to gain a better understanding of their perceptions towards their ever changing working environment. In addition, it noted their propensity to embrace or resist the changes they had undertaken. Like the managers interviews, the transcripts of the focus groups have been converted into data display tables (**appendices 7 and 8**) to maintain anonymity. Again, content analysis was used to make sense and streamline the information into main themes, using extracts and quotes from participants. Examples of the coding labels are detailed in **table 6:**

Table 6: Example of coding labels – Extracts from focus groups

Extracts from transcripts of focus groups	Code label
Q1. In terms of change management, how would you describe LCC before 2001 compared to say what’s happened over the last 4 years?	
Operative 1: “prior to new management team coming in changes just occurred incrementally, it was very old school...there has been a lot of change, we deal with lots of new services, training, inductions...”	Fast paced transformation
Operative 2: “yes but I think we have gone from one extreme to the other, new staff know more than we do”	Capacity building
Csa 1: “we used to be static, there wasn’t any change before... now its really exciting for us all this change, bringing in new services is good but its difficult to keep up”	Capacity building & Change fatigue
Csa 4: “ I think it would be better if the changes didn’t happen all at once”	Change fatigue

Source: Author, Extract from focus groups of staff from Call Centre and One- Stop Shops conducted between November & December 2004.

3.3.8 Methodology for Analysing Questionnaires

Various instruments have been utilised to analyse and present the quantitative data that emanated from the two questionnaires. An excel spreadsheet was set up to manually record the responses to each question from the questionnaires. The use of the 7 point Likert scale giving numerical values to responses facilitated direct comparisons between the two data sets from the One- Stop Shops and Call Centre. This method produced a huge amount of data which required condensing and a process similar to that described in Saunders et al (2003:394) of data reduction, data display and drawing and verifying conclusions was followed. This process allowed the author to reflect on both

convergence and divergence of views from the data sets and to selectively focus on the parts that demonstrated key points and findings. The selected data was then displayed as either a data table or a bar chart graph.

3.4 Ethical Considerations

It is important to consider ethical issues throughout the whole research process. According to Saunders et al (2003) the key ethical issues surrounding research projects are:

- ❖ Privacy of possible and actual participants
- ❖ Voluntary nature of participation and the right to withdraw partially or completely from the process
- ❖ Consent and possible deception of participants
- ❖ Maintenance of confidentiality of data provided by individuals or identifying participants and their anonymity
- ❖ Reactions of participants to the way information data is sought
- ❖ Effects on participants on the way the data is analysed, used and reported
- ❖ Behaviour and objectivity of the researcher

The author was mindful of these ethical considerations whilst conducting this research piece. For example, Fisher (2004) acknowledges that it is important that the information discovered during a research dissertation is not used to harm people and it is therefore incumbent on the researcher to ensure that individual participants are protected.

Therefore, the author has attempted to ensure such protection was afforded to individuals that held negative views which could be considered particularly sensitive, for example, comments that suggested single service delivery in the Call Centre has led to feelings of a lack of job enrichment have been presented in a way that will not identify individual(s). This has been achieved by referring to participants simply as Manager 1 or Operative 2 throughout the study.

Further, the author has been mindful of the list suggested by Saunders et al (2003) and other considerations in an effort to produce a reliable piece of research that will contribute to Liverpool City Council's self learning and knowledge. For example, participants were advised and reassured that their participation was voluntary throughout

the research, all questionnaires and comments have not been attributable to any particular individual and care has been taken to present a “balanced view” when formulating questions within the questionnaires.

Finally, Fisher (2004) warns of the danger of interviewees “selective response” to questions during the interview process in an effort to “settle old scores”. Mindful of this, even comments that appeared to be “out of synch” with the majority view were formulated within the questionnaire, so that analysis of the results would allow the author to detect any deception or “playing devils advocate” on the part of those interviewed. However, even though care has been taken, it is important that certain limitations of the research methodology should be acknowledged.

3.5 Limitations of the Research Methodology

Clearly one limitation of the methodology was the two different approaches used to record the data from the focus groups. The use of mind mapping and flip charts used in the first focus group was not as effective as using a tape recorder because the author could not pay as much attention to non verbal communication and non participation. It was only after the session was finished that it became clear that some had not contributed and had not been encouraged to participate by the author.

Another limitation was the length of time that has passed since the initial transformational changes started, i.e., from the establishment of the One- Stop Shop network and Call Centre models in 2000 and the tendency for individuals to “rewrite history” usually in a more favourable light. In order to mitigate this to some degree, the author focused on 16 “major” changes that were implemented during this time and those that the author anticipated would have had a significant impact on individuals. For example, changes affecting contractual terms and conditions, such as, moving towards a twenty four hour operation in the Call Centre and increasing levels of “service take on” within the One- Stop Shop model.

Secondly, as the Operations Manager who assisted in designing and implementing many of the changes under examination within the One- Stop Shop model, the author was aware that many threats could occur that could threaten the validity and reliability of the research findings. Robson (2002) found four threats to reliability, namely, subject and or

participant error and bias, in addition to observer error and or bias. Similarly, threats to validity could be history, testing, instrumentation, mortality, maturation and ambiguity about casual direction (Robson 2002).

In order to mitigate these threats as far as possible, the author was impartial to any criticism of the historic changes and made no comment or attempts at justification of the changes during the interviews and focus groups. This should have facilitated more open and valid responses from participants. Further, the continual reassurance of participants regarding anonymity as well as receiving an explanation of the aims and objectives of the research before conducting the focus groups and interviews as recommended by Zikmund (2000) should have assisted in reducing any participant error and bias.

Nevertheless, it should be noted that despite the author's attempts to produce a wholly valid and reliable piece of research, this can only ever be a "snap shot" in time and given its interpretive and phenomenal nature, relying on participants views at this point in time it is important to note again the caution of Billig as quoted in Fisher (2004:166) that most people are "in a constant state of debate with themselves about their views on any issue and therefore their attitudes are subject to constant change and revaluation", which is clearly a limitation of this type of study.

3.6 Rejected Methods

Case studies can be associated with archive research and or observations. However, as the One- Stop Shop and Call Centre models developed in Liverpool are still relatively unique in Local Government. Further, the affects of the accumulation of changes to date on individuals within these environments have not to the authors knowledge been subject to any research to date, therefore it was considered that little (if any) archive data would be found. Observations were also rejected because the "high profile" of the author within the organisation which may have affected the behaviour of those being observed and therefore the validity of any material collected. Although it could be argued that this bias could be "mitigated by habituation", as Saunders (2003:237) notes quoting (Robson, 2002) the time taken to effect this was not considered feasible in the time allowed for this piece of work.

In terms of the research design, the author considered the use of completely open, unstructured interviews and focus groups in order to facilitate full and open exchange of ideas and comments around the change journey, increased service take on and the effects this had on individuals. However, this unstructured approach was quickly rejected in an effort to focus the work to a more manageable state within the time constraints of this dissertation. In any case, as Fisher (2004) points out great care needs to be taken with all open approaches, particularly when interpreting the material that is collected.

3.7 Summary

Following on from the discussions in chapter two, this chapter attempted to explain the rationale behind the research design and the various data collection methods chosen to help understand the change journey underwent by Liverpool City Council front line staff. In addition, it attempts to explain how the data instrumentation will help determine whether (or not) the organisation and individuals within these departments are energised by a diet of capacity building or lapsing into a state of change fatigue. The chapter also outlines significant ethical considerations that have bound the author as well as noting the limitations and rejected methods of this study. The next chapter presents the findings of the research piece.

4. Analysis and Findings

4.1 Introduction

This chapter attempts to present and analyse the data that emanated from the applied methodology described in chapter three. Although it describes specific outcomes from the qualitative and quantitative data, it does not attempt to draw general conclusions or compare the data to other researchers and academic work described in chapter two, as these will be detailed in chapter five.

The first part of this chapter sets out to present and analyse the qualitative data that emanated from the interviews and the focus groups containing the views of 18 staff in total. A series of questions were asked of participants that were designed to gain an in depth understanding of their perceptions towards their change journey and ever changing “working environment”. It was also important to discover whether staff found it easy or difficult to embrace the changes over the last four years, as this could suggest the presence of resistance to change rather than the presence of change fatigue and it would also establish whether staff had indeed built capacity to take on future change.

The questionnaires had incorporated questions that further explored the main themes that emanated from the interviews and focus groups. The second part of this chapter goes on to present and analyse the quantitative data from two samples of 30 questionnaire respondents (60 in total).

4.2 General Findings - Managers Interviews

Three of the four managers acknowledged that significant and fast paced transformation of customer services had occurred during 2001 whilst one manager appeared keen to play down the extent of the changes undertaken. Content analysis of the transcripts revealed several notions and views that could suggest the presence of various phenomena including capacity building, change fatigue and resistance to change within the front line services. The following extracts and quotes were considered significant to this research and outlined in **table 7**:

Table 7: Summary of Content Analysis of Managers Interviews

Interview Code	Quote from interview	Code label
Mgr 001 (One Stop Shop)	<p>- I have found the last 4 years really exciting with all the changes we have made, we have come a long way.</p> <p>- no one thought about the future, about what they would be expected to take on (additional services)</p> <p>- when we started to take on more services staff were saying “this is great”, but now its reaching <i>saturation point</i>, staff are saying “ we are doing too much”</p> <p>- some days it gets too much...staff are battered with e mails...they don’t take it on board</p> <p>-some staff cope very well with multiple change....its down to personality</p> <p>-some negative people have strong characters and will influence others who are (otherwise) ok about the change, mostly staff have accepted the changes</p>	<p>Fast pace & Capacity Build</p> <p>Change Fatigue</p> <p>Change Fatigue</p> <p>Change Fatigue</p> <p>Capacity building</p> <p>Resistance/Fear of change</p>
Mgr 002 (One Stop Shops)	<p>- appears that we are always changing...dealing with lots of services means we are impacted big time, especially when 2 or 3 changes happen at same time...it can get very complex</p> <p>- staff don’t like services rushed in....we need to be able to communicate the change, train and get feedback afterwards...we don’t have time to do that...</p> <p>- Some (staff) don’t want to get involved (in changes) and think they are doing more and more....others have never had a problem with all the changes</p>	<p>Change Fatigue</p> <p>Fast pace / Change Fatigue</p> <p>Change Fatigue & Capacity build</p>

	- they have got used to handling change, they get involved much quicker....definitely better now...	Capacity Build
Mgr 003 (Call Centre)	- they are now involved in a wider scope of work	Capacity Build
	- ...some don't see it as change...is it change or just progress?	Capacity Build
	-some don't want to have to learn more, they just want to do what they do now	Change Fatigue
	- some who came in less willingly (to call centre) have been more resistant to change, but even then its never been anything major, just a few moans, mostly staff have got on with it	Lack of Resistance
Mgr 004 (Call Centre)	- we had to meet the service take on deadline & maintain good operations/service to customer...it was the pace of change that caused a little stress	Pace of Change
	- some staff have asked for increase in the (variety) of work they do...it makes job more interesting...others don't want to reach the targets as they see this as reducing the service given to customers	Capacity Build
	- staff are happy to take on more processes...its more work, more training , more systems but it empowers them to do the job better	Capacity Build
	- staff are keen to do more but (in my experience) they may get tired of it later	Change Fatigue
	- we had just started to get staff to take enquiries for another service area but they found it difficult to cope with the complexity of the calls....they hated it...	Change Fatigue

Source: Author – One- Stop Shop & Call Centre Managers Interviews conducted Nov- Dec 2004.

The extracts illustrated in **table 7** were typical of the comments made throughout the interviews and appear to show that Managers from both the Call Centre and One- Stop Shops hold views that could suggest the presence of both change fatigue and capacity building amongst their staff. However, the views of management do not always concur with the views and perceptions of more junior staff and therefore staff focus groups were established to validate (or not) the management view.

4.3 General findings - Staff Focus Groups

The two focus groups were asked similar questions to those put to their managers and were designed to gain an in depth understanding of their perceptions towards their ever changing working environment. In addition, it noted their propensity to embrace or resist the changes they had undertaken. Content analysis process was used to make sense and streamline the information into main themes or consensus of ideas, using extracts and quotes from participants as illustrated in **table 8**:

Table 8: Summary of Content Analysis: Main Themes from both Focus Groups

Extracts from transcripts of focus groups	Code label
<p>Q1. In terms of change management, how would you describe LCC before 2001 compared to say what’s happened over the last 4 years?</p> <p>Operative 1: “prior to new management team coming in changes just occurred incrementally, it was very old school...there has been a lot of change, we deal with lots of new services, training, inductions...”</p> <p>Operative 2: “yes but I think we have gone from one extreme to the other, new staff know more than we do”</p> <p>Operative 3: “there is more variety in call centre, more professionalism, we are better trained and equipped, customers appreciate it..”</p> <p>Csa 1: “we used to be static, there wasn’t any change before!... now its really exciting for us all this change, bringing in new services is good but its difficult to keep up..”</p> <p>Csa 4: “ I think it would be better if the changes didn’t happen all at once”</p>	<p>Fast paced transformation</p> <p>Capacity building</p> <p>Capacity building & Change fatigue</p> <p>Change fatigue</p>
<p>Q2 Which changes have been easier to embrace than others over the last 4 years?</p> <p>Csa 4: “when we can see that they will help the customer, it makes our job better when we can do more for the customer”</p> <p>Operative 4: “ the training, I am doing my ECDL and that will help me and customers, we never had stuff like this before”</p> <p>Csa 1: “its better when we are asked our ideas or when you make a suggestion and management take it on board”</p>	<p>Changes that increase FPOCR are easier to embrace</p> <p>Staff Engagement</p>

<p>Q3 Which changes have been difficult to embrace over last 4 years?</p> <p>Csa 5: “moving locations is difficult , its unsettling, and some have child care to worry about especially when you are on an early shift”</p> <p>Csa 2: “No one liked career progression, management keep changing the goal posts, the targets are unreal, you can never get to the top of the pay scale”</p> <p>Operative 6: “we are too business like, all these targets, its hard to accommodate family friendly hours”</p>	<p>Changes that affect personal life are difficult to embrace</p>
<p>Q4: How do you cope with delivering so many services now?</p> <p>Csa 5: “with alcohol usually!....there is a lot to take in now...sometimes we get so many e mail about changes we don’t have time to read them...in the early days we were told of the changes, now they just appear out of no where ”</p> <p>Csa 3: “its ok if we get the training in time, but sometimes lots of services are rushed in”</p> <p>Operative 5: “I don’t, I have been on the same line since we started....it can get a little tedious at times I suppose”</p> <p>Operative 2: “ we had training to help out on another (telephone) line but there was too much to remember, your head gets battered by the end of the day, you just cant do it”</p> <p>Operative 1: “ I don’t think you can give a proper service to customers if you do more than one (service), its too difficult”</p>	<p>Change fatigue</p> <p>Single service delivery</p> <p>Change fatigue</p> <p>Scepticism of multi service approach</p>
<p>Q5: Do you think you have developed personally as a result of all the changes?</p> <p>Csa 4: “I am proud of what we have achieved, we have a great team sprit and depend on each other to give a much better service, all our awards, and</p>	<p>Capacity Build</p>

our customers appreciate it, its so much improved”	
Csa 6: “yes...I didn’t think I could ever do Revenues and Benefits let alone education, licensing....the job have grown and is so varied, when you think about how much we do now...its fantastic”	Capacity Build
Operative 3: “ yes, but I think we could do more, when we take calls and promise customers, its down to the back office or the contractor to deliver, sometimes they don’t...”	Capacity Build
Operative 6: “ when I was involved in training and coaching, I loved that...it can get boring being on the phone all day”	Capacity Build, lack of job variety

Source: Author, Focus groups of staff in Liverpool City Councils Call Centre and One Stop Shops conducted between November & December 2004.

The main themes that came from the focus groups were categorised as:

- ❖ Changes that increased first point of contact resolution were welcomed
- ❖ Changes that affected personal life were harder to embrace
- ❖ Change Fatigue
- ❖ Scepticism re multi service delivery
- ❖ Capacity Build
- ❖ Lack of job variety

The views expressed in the staff focus groups in terms of the “change journey” did concur with the views of management in that staff had seen the need to change and found the vast majority of the changes easy to embrace, showing little propensity to resist them. However, some changes were resisted, such as career progression scheme and changing locations within the One- Stop Shops, but even these were implemented after minimal consultation and negotiation.

When asked to identify what types of changes are more easily embraced than others, the views amongst both sets were unanimous. The changes that increased first point of

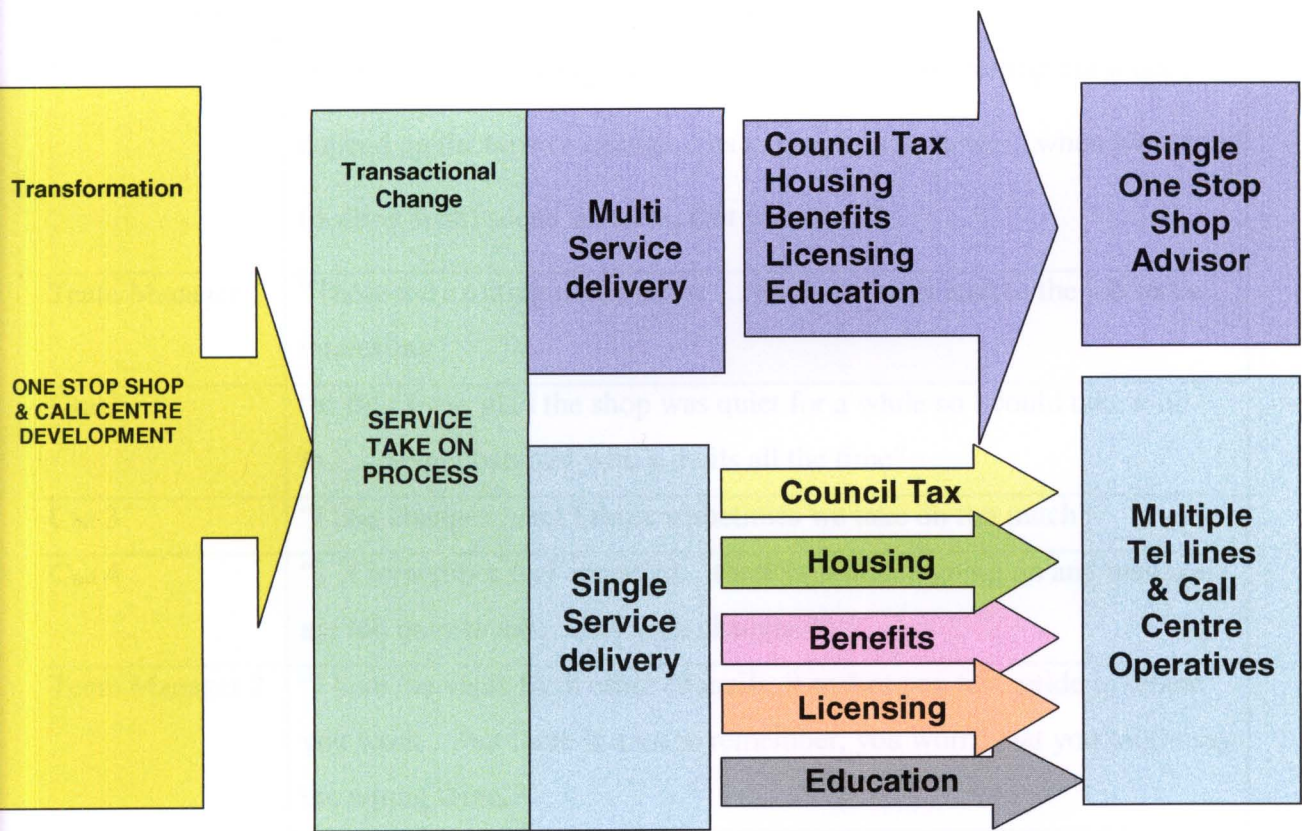
contact resolution for their customers are easy to accept, conversely, changes that “intruded” into their personal lives, for example, accommodating longer opening hours are more difficult to accept. In addition, both groups felt that they delivered a much improved customer service since the transformation and that the changes they had undertaken had significantly increased their knowledge and skill base.

Two other important comments were noted from the interviews and focus group discussions. Staff in the Call Centre talked of a lack of job enrichment since they began working in their new environment, whilst staff in the One- Stop Shops talked of an increase in team ethos and a dependency on each other. This revealed a significant difference in the operational development between the two front line service channels.

Similar to the One- Stop Shop operation, an early aspiration of the Call Centre was to develop staff who could take calls for a range of services; however, this had evidently not been pursued. The result was that Call Centre staffs generally work on one line, delivering a single service only whilst One- Stop Shop staffs are required to deliver multiple services. This is due to the call routing technology that “allows us to filter enquiries first so we don’t need staff who can answer multiple queues” (Call Centre Manager, Nov 2004).

This difference means that whilst we can still maintain there has been a “transformational change” in terms of overall telephony service delivery for Liverpool City Council, staff in the Call Centre is evidently not exposed to as much *individual* changes as staff in the One- Stop Shops. The latter staffs are required to navigate several IT systems, understand and absorb multiple pieces of legislation, policies and processes that support multi service delivery. This difference is perhaps best illustrated by **fig 4** which depicts a small sample of the services delivered by both customer channels, how these services are fed to the front line staff and the difference this means for the staff working within them in terms of how much information they are required to absorb.

Fig 4: Post Transformation: Differences for Individuals working in LCC’s front line Services (Call Centre & One- Stop Shops)



Source: Author (2005), Transformational change- Differences for individuals delivering Liverpool City Councils Front Line Services

The focus groups also revealed subtle differences in perceptions towards prolonged exposure to the changes between the Call Centre and One- Stop Shop staff. Although some staff from the One- Stop Shop appeared to relish the changes and challenges of taking more services on, seeing them as “*making their job more interesting*” according to one participant, others felt anxious about the number of changes and new services they had to remember. **Table 9** highlights the views and comments made by One- Stop Shop staff regarding the introduction of a new service into the shop.

Table 9: Views on bringing new services into the One- Stop Shops

OSS Participant	Comment
Csa 1	“Generally I like change, it makes the job more interesting but it does depend on the type of change...its getting harder now.....when we started (dealing with) social services, that was scary”
Team Manager 1	“These are exciting times for us ... all this change makes the job more interesting”
Csa 2	“at first I was glad the shop was quiet for a while so I could take it all in..... we get battered with e mails all the time”
Csa 3	“I like changes....but I think sometimes we take on too much”
Csa 4	“...I sometimes feel unsettled...there is so much going on and managers are too busy to ask...they rush changes in..”
Team Manager 2	“I love the visits from other councils, it makes you take pride in where you work ...but there is a lot to remember, you worry that you might say the wrong thing..”
Csa 5	...Its nerve racking when you have a lot of changes or new services coming in.... sitting with a new customer who is depending on you to get it right...

Source: Author, One- Stop Shop Focus Group- Conducted Nov 2004

It can be seen that although some One- Stop Shop staff say they relish the results of the changes that accompany bringing in new services (or enriching services already in the shops), they also fear bringing in too many services, particularly when they feel unsupported or if the changes are brought in too quickly. Elements of change fatigue and capacity building are clearly evident from the comments above.

The Call Centre focus group was asked the same question regarding taking on new services or more of an existing service, **table 10** illustrates their views:

Table 10: Views on bringing new services into the Call Centre

Call Centre Participant	Comment
Team Coach 1	“It gives us more responsibility....we enjoy it and we are getting better at making decisions ourselves....its better for the customer”
Operative 1	“...for us the changes are ok because we have come from that service area and have years of experience...but new staff must be struggling to take all the information in....”
Operative 2	“...we still have to ask the back office for information...its very complex..... I cant do it..”
Operative 3	“...we have tried to take other services but its more complex than you think...its only when you start taking calls you realise how difficult it can be”
Operative 4	“...I don’t think you can do more than one service properly, its too difficult...we don’t have the support”
Team Coach 2	“I would prefer us to do more (of a service) so we don’t get customers coming back to us when promises in back office have not been done...”

Source: Author, Call Centre Focus Group December 2004

Staff from the Call Centre felt that taking on multiple service delivery would be difficult for them to deal with as individuals. Even though this was not common practice, some Call Centre staff had tried to answer customer enquiries from other services. Even with the necessary training they felt they had not coped well with the increased knowledge they needed to deal with the new enquiries effectively.

Similar to the One- Stop Shop group, elements that could suggest change fatigue as well as capacity building can be seen within the comments from the staff. The somewhat sceptical views of the Call Centre staff regarding the ability to deliver effective multiple services support the views of the One- Stop Shop staff that were anxious about taking on too many services quickly. These findings begged the question: are the views of the staff focus groups representative of the entire workforce? This question could be answered by analysing the results of the questionnaires.

4.4 Analysis of Questionnaire One

4.4.1 Biographical

The first questionnaire requested biographical data from the respondents including length of time working in the One- Stop Shop or Call Centre, their designated role, age and gender. This information is summarised in **table 11** below. These questions were asked so that analysis of the data could reveal whether there were any notable differences in attitudes towards change according to these variables. It was also important to establish whether or not the samples selected from the original census had in fact been working in these environments for a significant period given that the main thrust of the study is looking at individual’s exposure to “long term” change within their workplace.

Table 11 Biographical data of questionnaire sample one

	No’s in Call Centre	No’s in One- Stop Shop
Length of Service		
Less than 2 years	7	3
Between 2 & 4 years	9	9
Over 4 years	14	18
Role Designation		
Advisor	17	21
Team Manager	12	7
Senior Manager	0	1
Age		
16 to 29	10	5
30 to 39	8	14
40 to 49	6	9
50 to 65	5	2
Gender		
Male	13	7
Female	17	23

Source: Questionnaire One - data collected between Dec 2004 & Jan 2005.

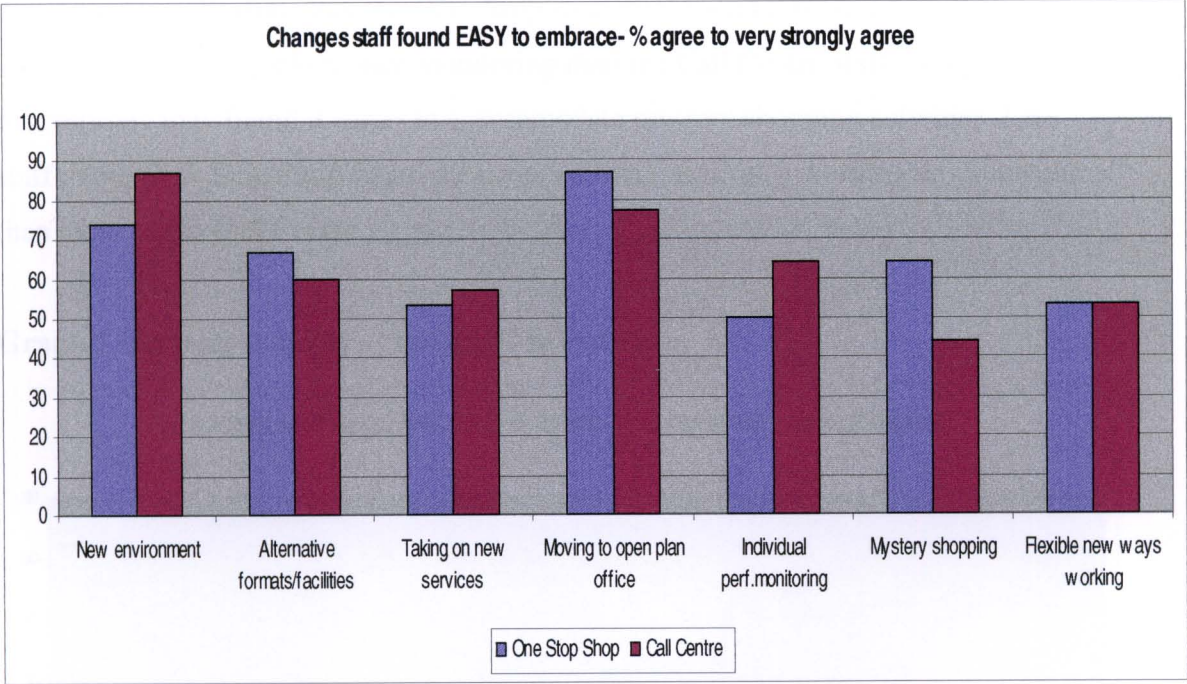
It can be seen that the majority of respondents in sample one have indeed been working in this environment for 2 years or more (77% in the Call Centre and 90% in the One- Stop Shops). Both sample sets show the majority of respondents to be relatively junior in their roles (57% in the call centre and 70% in the One Stop Shops). In terms of age,

the sample sets reveal that the majority of respondents were under forty years of age (60% in the Call Centre and 64% in the One- Stop Shops), with the gender balancing heavily in favour of females for both customer channels (57% in the Call Centre and 77% in the One- Stop Shops).

4.4.2 Change Types - Ease & Difficulty of Adoption

Questionnaire one was divided into three sections. The first and second sections listed the sixteen major changes that had occurred in 2000/2001 to transform customer services within the Council. It then asked staff to indicate whether or not they found these changes “easy” or “difficult” to embrace. This was important as it may help understand the extent to which staff in the sample had been resistant to past changes. The findings are illustrated below in **graph 1 and 2**:

Graph 1: Changes that staff found “Easy” to embrace:



The graph illustrates that a **high proportion both sets of staff** generally agree that these eight changes were *easy to embrace*. However, amongst this consensus, perhaps the most significant findings are:

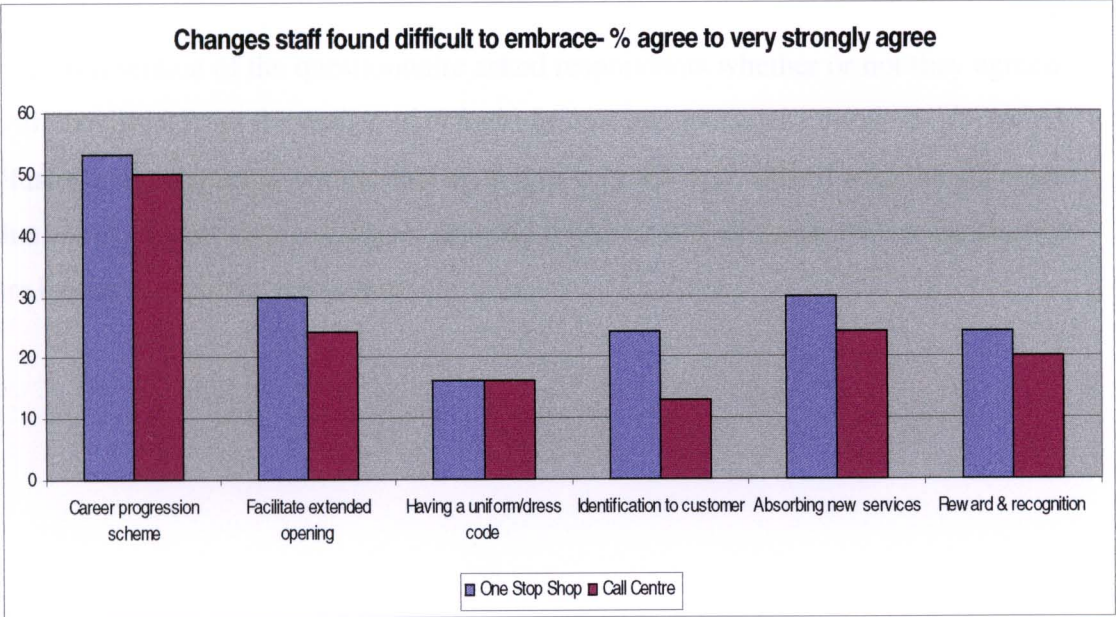
1. Only 54% of One- Stop Shop and 58% of Call Centre staff find it easy to embrace new services, this means a significant minority in both areas do not.
2. Only 54% of both sets of staff find it easy to embrace the new ways of working, leaving 46% who did not.

In addition, there are some **notable differences** between Call Centre and One- Stop Shops in three areas:

1. The ease of embracing of individual performance monitoring (50 % in One- Stop compared to 64% in Call Centre)
2. The ease of embracing mystery shopping exercises (64% in One- Stop Shop compared to 44% in Call Centre)
3. The ease of embracing the move to the new working environment (74% in One- Stop Shop compared to 87% in Call Centre).

These findings illustrate that the One- Stop shop staff found it more difficult to embrace individual performance monitoring than the Call Centre staff, though interestingly they found it easier to accommodate mystery shopping activities. Less staff in the One- Stop Shop found it easy to embrace their new working environment than those in the Call Centre.

Graph 2 Changes that were “difficult” to embrace



Graph 2 again illustrates a general commonality of views of both sets of staff. The relatively low percentages (30% or less) that agree with the statements that these changes were **difficult** to embrace illustrate that most people in the sample thought these changes were actually **easy** to embrace (with the exception of the career progression scheme). Nevertheless, there are three **notable and important** differences between the views of the Call Centre and One- Stop Shop staff:

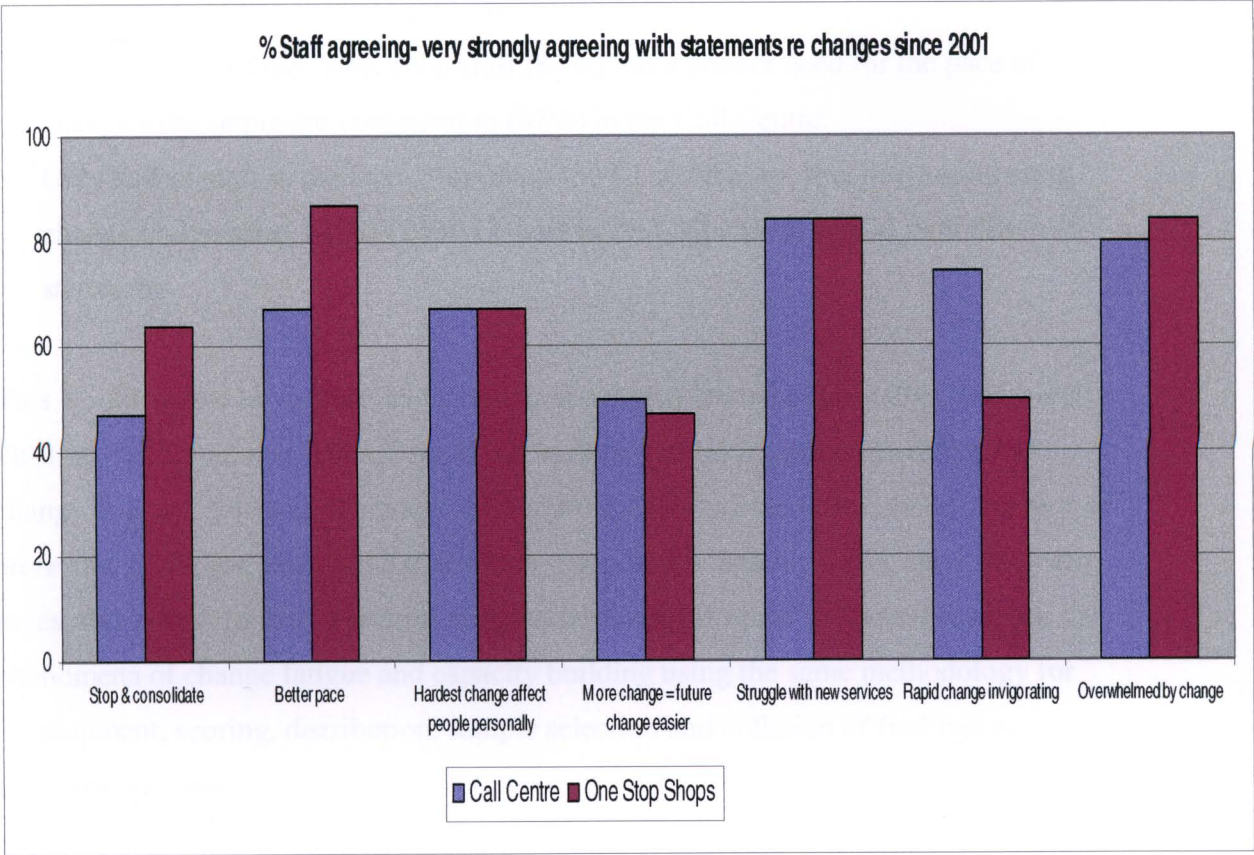
1. The difficulty in absorbing the changes that comes with bringing in new services (30% in the One- Stop Shop compared with 24% in the Call Centre).
2. The difficulty in embracing of extended opening hours (30 % in One- Stop Shop compared to 24% in Call Centre)

The findings suggest that some staff in the One- Stop Shop found it **more** difficult to embrace the extended opening hours. Secondly, more staff in the One- Stop Shops found it difficult to absorb new changes when taking on new services (or enriching current services) compared to staff in the call centre.

The analysis of both graphs appear to suggest that generally the majority of the changes were embraced and often by a significant majority of the staff in both Call Centre and One- Stop Shop. This would indicate these staffs **do not** have a general propensity to resist change.

The third section of the questionnaire asked respondents whether or not they agreed with the views from the earlier staff focus groups and manager interviews. **Graph 3** illustrates the degree to which staff agreed to very strongly agreed with the statements that could suggest change fatigue, capacity building and views on why some changes are harder to embrace than others.

Graph 3 – Agreement with Capacity Build or Change Fatigue Statements



Findings:

The above graph illustrates that there was *general agreement* by both sets of staff on several interesting points: A high proportion of staff from both areas (84%) agree with the statement that they struggle when new services are introduced into their working environment. Similarly, a high percentage agree that they have felt overwhelmed at the thought of more changes in the future (80%) in the Call Centre and (84%) in the One-Stop Shop. When asked whether being exposed to lots of changes makes embracing future changes easier, (50%) of staff in the Call Centre agreed with this statement whilst less than half, (47%) in the One-Stop Shop agreed. This suggests that a significant percentage of staff working in these environments have indeed built capacity whilst others have not.

The graph also shows notable **differences** between the two sets of staff in three areas.

1. A much higher proportion of staff within the One- Stop Shops (64%) agreed that there was a need to halt change and consolidate before bringing in more change compared to (47%) in the Call Centre.
2. Similarly, more One- Stop Shop staff (87%) felt a greater need for the pace of change to be improved compared to (67%) in the Call Centre.
3. Only half of staff in the One- Stop Shop (50%) could agree that they found rapid change invigorating whilst (74%) of staff in the Call Centre agreed with this statement.

This would appear to support the information collated from the qualitative data which illustrated that both sets of staff displayed attributes of both capacity building and change fatigue. However, the graphs also show that there does appear to be evidence of *more* change fatigue creeping into the One- Stop Shops than the Call Centre. In order to test this notion further, a second questionnaire was designed to focus directly on the phenomena of change fatigue and capacity building using the same methodology for development, scoring, distribution, sample selection and collation of findings as questionnaire one.

4.5 Analysis of Questionnaire Two

The second questionnaire listed seven statements that could suggest capacity building and seven statements that might suggest change fatigue according to the definitions, symptoms and attributes described by various writers in chapter two. Respondents were asked to indicate their view by ticking the appropriate box. It also included sections to record biographical data as well as inviting comments from respondents that they felt would be pertinent to this study.

4.5.1 Biographical data

The second questionnaire requested the same biographical data from respondents as the first one. This included the length of time working in the One- Stop Shop or Call Centre, their designated role, age and gender. This is summarised in **table 12** and highlighted in blue. The data from the first sample is also shown here, shaded in yellow for comparative purposes.

Table 12: Biographical data of questionnaire sample sets one & two

	Call Centre			One Stop Shop	
	Data Sample 1	Data Sample 2		Data Sample 1	Data Sample 2
Length of Service					
Less than 2 years	7	8		3	2
Between 2 & 4 years	9	8		9	13
Over 4 years	14	14		18	15
Role Designation					
Advisor	17	25		21	20
Team Manager	12	5		7	8
Senior Manager	0	0		1	2
Age					
16 to 29	10	5		5	6
30 to 39	8	17		14	11
40 to 49	6	4		9	9
50 to 65	5	4		2	4
Gender					
Male	13	11		7	9
Female	17	19		23	21

Source: Author questionnaire 2 - data collected between Feb and Mar 2005

Similar to the biographical data collected from sample one, it can be seen that the majority of respondents in sample two have been working in the same environment for 2 years or more (74% in the Call Centre and 94% in the One- Stop Shops). Again both sample sets show the majority of respondents to be relatively junior in their roles (84% in the Call Centre and 67% in the One- Stop Shops).

The majority of respondents were again under forty years of age (74% in the Call Centre and 57% in the One- Stop Shops), and gender was again predominantly female for both customer channels (64% in the Call Centre and 70% in the One- Stop Shops). Comparative analysis of the biographical data of respondents from questionnaire one and two reveal very few notable differences.

4.5.2 Capacity Building – Analysis

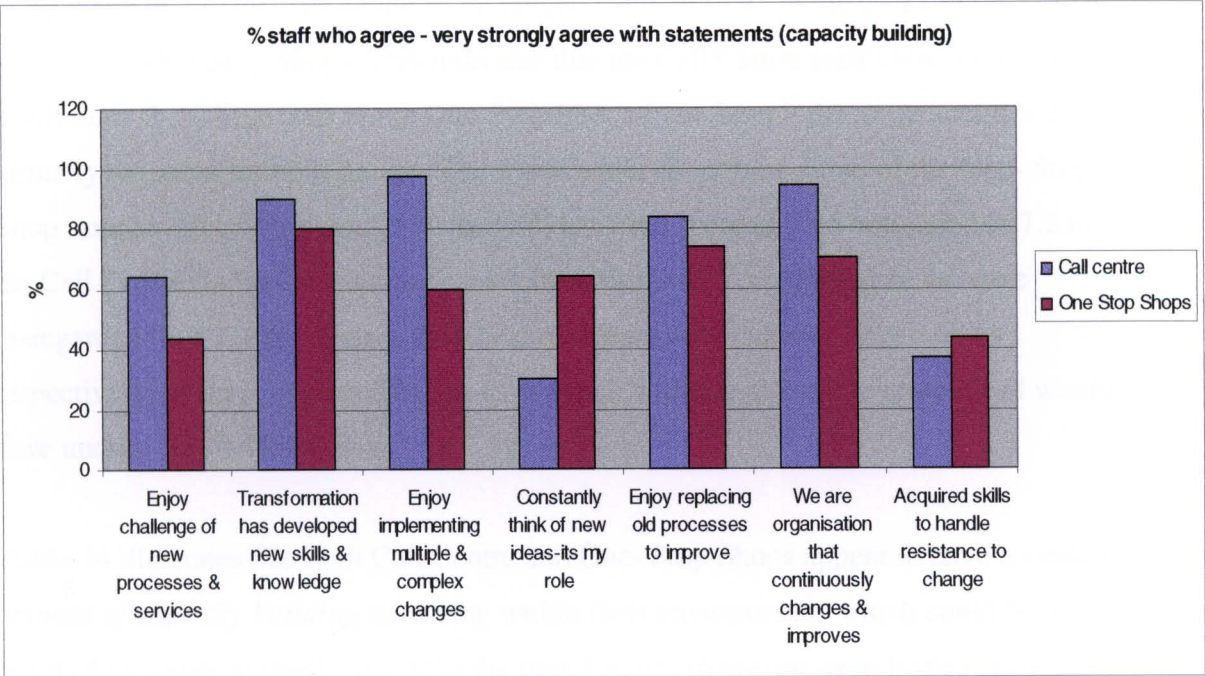
The second questionnaire requested responses to the following questions adapted from various literatures in chapter two that could suggest the extent of capacity building within the One- Stop Shops and Call Centre and are detailed in **table 13**:

Table 13 Statements suggesting **Capacity Building**

	Question	Adapted from:
1	I enjoy the challenge of new processes & services	Audit Commission (2002)
2	The change transformation has allowed me to develop new skills & knowledge	Audit Commission (2002)
3	I enjoy implementing multiple & complex changes	Audit Commission (2002)
4	I constantly think of new ideas, its part of my role	S. R Covey (2004)
5	I enjoy replacing old processes to improve the service	Audit Commission (2002) & Jurie (2000)
6	We are organization that continuously changes & improves	Jurie (2000)
7	I have acquired more skills to handle resistance to change	Fallon et al (2003)

Responses to these questions have been collated into **graph 4**:

Graph 4 - The % Staff who agree to very strongly agree with statements that suggest Capacity building:



Graph 4 appears to show that a significantly higher percentage of staff from the Call Centre agree with 5 out of the 7 questions posed. On the face of it, this could indicate a much greater presence of capacity building within the Call Centre than the One- Stop Shops. However, the use of this method to analyse the data, (merely adding those who agreed, strongly agreed and very strongly agreed on the Likert scale together), is perhaps a little unrefined and may hide subtle differences that can only be uncovered via amore sophisticated method of analysis.

A more detailed examination of the data was performed which took account of the actual numbers and numerical value within each point of the Likert scale for the seven questions. This method allows a more refined depiction of the strength and extremes of views within the sample. This has been illustrated in **table 14**:

Table 14 Capacity Building in One-Stop Shops & Call Centre

Capacity Build					
	Possible score range	Actual score range	Mean	Standard deviation	Number
Call Centre	7 to 49	29 to 41	34.4	7.2	30
One- Stop Shop	7 to 49	19 to 46	34.7	53.5	28*

* Two outline scores (7 and 9) were removed from the data set

The seven questions utilised a 7 point Likert scale which therefore gave a possible score range of 7 to 49. The actual score ranged from 29 to 41 in the Call Centre and 19 to 46 in the One-Stop Shops. This indicates that the Call Centre staff views **converged** much more than those staff in the One-Stop Shops even though the mean scores were virtually the same for both groups. The much wider **divergent** views of the One- Stop Shop sample can be seen from the standard deviation score of 53.5 compared to 7.2 in the Call Centre. In fact two outline scores from the One- Stop Shop data set were disregarded from the research as they held extreme views (scoring only 7 and 9 respectively) as these appeared to be out of synch with the rest of the sample and would have unduly skewed the figures.

Table 14 illustrates that both Call Centre and One- Stop Shops appear to have a *similar amount of capacity building* occurring within their environments which could be the result of exposure to much change in the past 4 years. However, as indicated above,

given the deviation from the mean, there does appear to be more divergent views amongst staff to this notion in the One-Stop Shop compared to the Call Centre.

4.5.3 Change Fatigue - Analysis

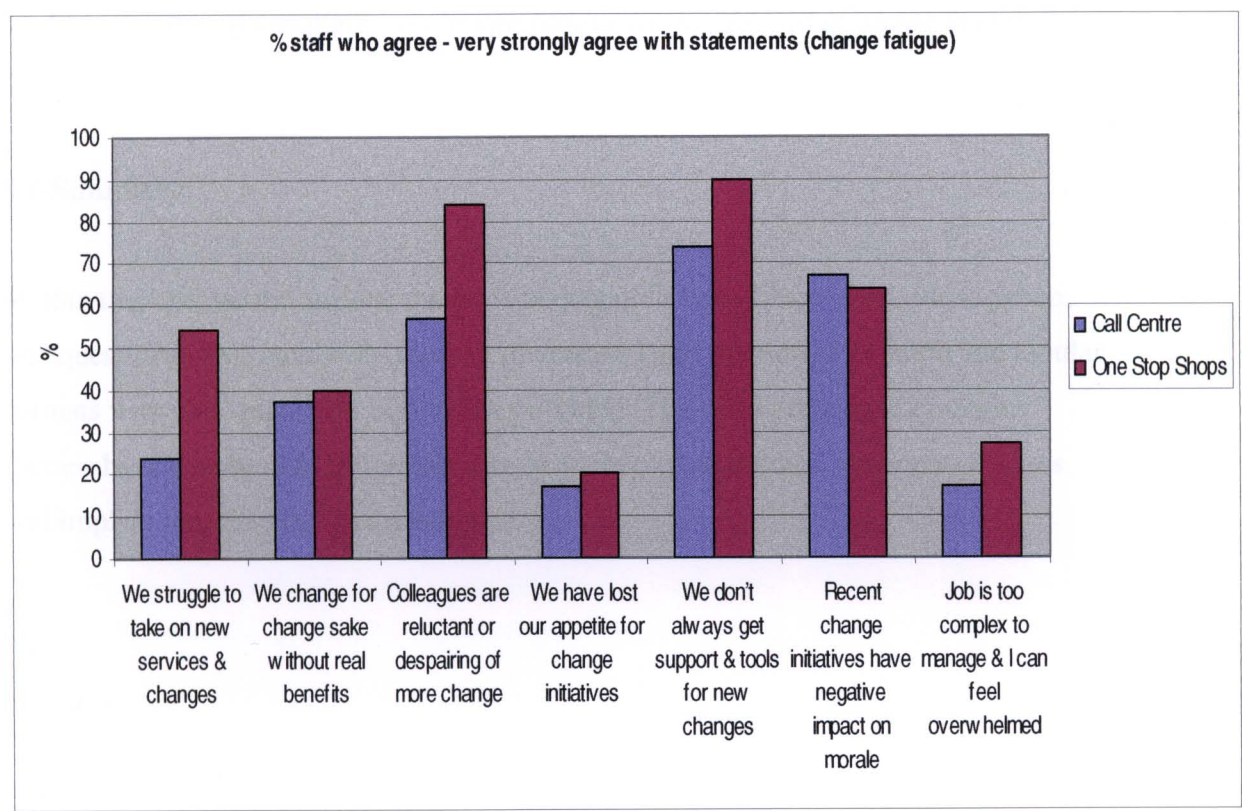
The second questionnaire also requested responses to the following questions adapted from the literature review that could suggest the extent of change fatigue within the One- Stop Shops and Call Centre and are detailed in **table 15**:

Table 15 Statements suggesting **Change Fatigue**

	Question	Adapted from:
1	We sometimes struggle to take on new services & changes	Scott- Morgan (2000)
2	Sometimes we seem to change for change sake without real benefits	N. Morgan (2000)
3	Colleagues are reluctant or despairing of more change	Richard White Associates (2004)
4	We have lost our appetite for change initiatives	Audit Commission (2002)
5	We don't always get support & tools for new changes	Kanter (1996)
6	Recent change initiatives have had a negative impact on morale	Audit Commission (2002)
7	The job is too complex to manage & I can sometimes feel overwhelmed	Richard White Associates (2004)

Responses to these questions have been collated into **graph 5**:

Graph 5 – The % Staff who agree to very strongly agree with statements that suggest Change Fatigue:



Graph 5 shows that a higher percentage of staff from the One- Stop Shops agrees with 6 of the 7 of the questions posed. This would appear to indicate a much greater presence of change fatigue within the One- Stop Shops than the Call Centre. However, again, to ensure that any subtle differences and strength of views between the two sets of staff were uncovered, a more detailed analysis of the data from the seven questions was carried out. This has been illustrated in **table 16** below:

Table 16: Change Fatigue in One- Stop Shops & Call Centre

Change Fatigue					
	Possible score range	Actual score range	Mean	Standard deviation	Number
Call Centre	7 to 49	21 to 36	28	7.5	30
One- Stop Shop	7 to 49	23 to 49	34	37.1	30

Again, the seven questions that could suggest the presence of change fatigue utilised a 7 point Likert scale which therefore gave a possible score range of 7 to 49. The actual score ranged from 21 to 36 in the Call Centre and 23 to 49 in the One-Stop Shops.

Again, the Call Centre staff views appear to converge much more than those staff in the One-Stop Shops with a standard deviation of 7.5 in the Call Centre compared to 37.1 in the One-Stop Shops. The mean scores were 28 and 34 respectively, indicating a ***much higher presence of symptoms of change fatigue in the One- Stop Shops*** than in the Call Centre.

4.6 Summary

Within this chapter the various methods of data collection (interviews, focus group, and questionnaires) have been identified, analysed and illustrated in graph and tabular formats with an explanation of the data provided. The main points and emerging themes have also been highlighted. The next chapter attempts to draw conclusions and implications from this research data.

5. Conclusions and Implications

5.1 Introduction

In Chapter one, it was noted that the One-Stop Shops and Call Centre are seen as the flagships of Liverpool's Customer Service transformation. They are tangible assets seen by all to demonstrate a cultural change of service improvement and customer focus. The centralisation and transformation of customer services in this way has meant that many staff who work within these environments have been subject to continual change processes since 2001.

It is acknowledged that the continual "enrichment" of service delivery and the "service take on" programme within these facilities has necessitated the acquisition of many new skills and knowledge of multiple services for staff, particularly in the One- Stop Shops. Recently this had led to concerns from One- Stop Shop managers that the capacity of staff to embrace new changes was diminishing. The literature review in chapter two concluded that after exposure to such prolonged period of change, several notions may be occurring within Liverpool City Councils front line staff and the ideas of capacity building and change fatigue were introduced.

The aim of this research was to answer the question *Front line capacity building or front line change fatigue, what's really going on?* And the following objectives were considered in order to build a coherent response to this research question:

1. Determine how Liverpool City Council achieved its transformation of front line services
2. Determine how easy or difficult was it to embrace these changes according to the perceptions of the front line staff
3. Determine whether change fatigue or capacity building is present within these staff

Chapter three outlined the case study methodology utilised to collect the qualitative and quantitative data presented and analysed in Chapter four. This Chapter will attempt to provide a critical evaluation of the adopted methodology used in this research. It goes on to discuss and summarise the main findings of the data analysis as well as

suggesting the implications of the findings in terms of the academic literature by looking at how previous research supports or contradicts this study. In addition, it discusses the implications for Liverpool City Councils front line services and concludes with a reflection on the limitations within this research piece and suggests opportunities and recommendations for further research.

5.2 Critical Evaluation of Adopted Methodology

Many business consultants around the United Kingdom appear keen to extol the virtues of their services that promise to eradicate the phenomena of change fatigue from the business world. However, the paucity of academic information surrounding this idea in public sector environments has made a significant part of this research problematic. In addition, the studies that are available have emanated from the United States of America (USA) and concentrate on private sector companies, the lessons from which are not always easily transferable to public sector environments, (Parker & Bradley 2000). This is particularly pertinent given the cultural differences alluded to earlier (Mintzberg 1989) and that managers from the USA in particular, place an over emphasis on “taking action”.

Analysing these phenomenon via the application of a case study within a single organisation, whilst intrinsically interesting to Liverpool City Council, may not have been the best way to highlight the issue(s) or to establish any flaw inherent in such models of service delivery. For example, a more conclusive research piece may have been to compare and contrast the extent and presence of these phenomena in another similarly sized local authority delivering services via the One- Stop Shop and Call Centre approach.

However, initial enquiries to other Local Councils proved this route to be equally problematic due to the differences in organisational structure, size of the operations and differences in the number of services provided within them. Ensuring a “like for like” comparison would have entailed more time consuming research and travelling outside the Merseyside region which was considered unfeasible within the time permitted to carry out this research. Similarly, even if a like for like suitor could be found, access to another authority operations may have proved difficult given the contentious subject matter and the potential to highlight issues regarding diminishing performance.

This lack of appreciation for the sensitivity of the information being researched had not occurred to the author at the outset of the investigation. As a result, more time was spent than had been initially allocated within the project plan negotiating access to staff. Much research time was lost persuading the managers of the Call Centre to allow their staff to participate to be interviewed and surveyed. Although these problems were eventually overcome, it may have been more prudent to engage the Call Centre Manager more fully at the *beginning* of the design process as advocated by Saunders et al (2003).

Perhaps even more problematic was the issue of the length of time that has passed since the initial changes started and the natural propensity for people to recall tasks that have been left unfinished or that didn't go so well, rather than recalling things that went right (the Zeigarnick affect). Conversely, there is the view that people have a tendency to "re write history" often in a more favourable light. Of course, it is clearly impossible to ascertain from this research piece whether either or none of these effects have occurred during the focus groups and completion of the questionnaires and it is merely stated here as a criticism of this study.

Another issue was that of the author's seniority within the One- Stop Shop operation. Many of the staff in the focus groups and interviews will have recalled how much of the change they had been subjected to over the last four years was instigated by the author. This may have coloured their response, either positively or negatively. This became apparent after comparing the content of the One- Stop Shop focus group to that in the Call Centre. It can be seen that some participants appear very eager to speak of the "positives" of such change activity, to such a degree that was not borne out by the quantitative data collected later. With hindsight it may have been better to arrange for a trusted senior colleague to conduct the focus groups and interviews in order to reduce the potential for participant and researcher bias (Robson 2002).

5.3 Main Findings and Conclusions

A significant part of this research was to discover whether or not change fatigue had or was developing amongst Liverpool City Councils front line staff, however, as mentioned earlier, the general paucity of information and the lack of any seminal work

in this area proved to be a hindrance to this study. The lack of a conceptual model for the notion of change fatigue and to a lesser degree the notion of capacity building has meant that the author was reliant upon a mix of perhaps less credible academic literature, composed largely of emerging information from business journals, publications and consultant organisations.

However, having accepted this limitation, the main findings from this study around the presence of change fatigue and capacity building within staff exposed to ongoing changes (particularly those in the One- Stop Shops) can be seen to be largely supported by the evidence within current literature. However, there are also some interesting differences and anomalies which will be discussed in more detail throughout this chapter. First though, let us examine the main findings of the study against each of the objectives outlined earlier.

5.3.1 Transformation of front line services - Main findings

You may recall the first objective in chapter one was *to determine how Liverpool City Council achieved its transformation of front line services*. It could be argued that the most apparent tangible manifestation of this transformation was the centralisation of customer contact and the establishment of the Call Centre (for all telephony) and network of One- Stop Shops (for all face- to- face activity) in 2001.

The outline and extent of the “change journey” detailed in chapter two as being transformational and fast paced is supported throughout this piece of research, particularly, within comments made during interview and focus groups sessions. This is perhaps best typified by the comment; “*I have found the changes of the last four years really exciting, with all the changes we have made, we have come a long way*”, (table 7, Manager 001). In addition, various accreditation bodies and external auditors agree that the changes and improvement in customer services have been developmental (Investors in People Award 2003), innovative and transformational (Customer Contact Inspection- Audit Commission 2004).

It is also evident from the quantitative and qualitative data that many aspects of the various change framework and models discussed in chapter two have played a part in influencing how the Customer Services Strategy was deployed. Firstly, looking at the

simple model described by Lewin (1951), of unfreeze, move and refreeze, the first two stages are clearly evident, however, the final “refreezing” is difficult to demonstrate in Liverpool’s case. This is evidenced by the ongoing process of “*service take on*” and “*service enrichment*” in both Call Centre and One- Stop Shops listed in the introduction (**table 2**) which followed the transformation process (**table 1**). Given this, the Lewin model alone appears insufficient and too simple to describe the Liverpool transformation.

In many respects, it can be seen that Kotter’s (1995) model, plotted against the transformation of LCC in **appendix 5** appears to fit well with the change initiatives undertaken at both strategic and operational level. However, as noted in chapter two, this linear process does tend to lean towards an overarching strategy and given the criticisms of this approach outlined earlier, perhaps, does not take sufficient account of the fact that some steps may need to be revisited at times, particularly when the change is ongoing for many years as in Liverpool’s case. For example, there appears to have been a clear need to repeat step four of Kotter’s model, i.e., “communicate the change vision”, given that some staff appear to have been surprised at the extent of the changes, according to the statement “*No one thought about the future, about what they would be expected to take on*” (**Table 7** Area Manager 001) and the requirement to embrace new services and ways of working, “*I didn’t join the call centre to take those types of calls*” (**appendix 8**).

However, in some respects, when attempting to conceptualise a change programme, the linear step by step approach becomes the models strength, as it is useful to describe the *end* of the change process. For example, one could argue that after the deployment of step eight, “anchoring new approaches into the culture” (Kotter 1995) the *transformation* has ended making way for a *new* programme of change that is more *transactional* in nature, i.e., the process of continuous improvement. If we agree with Morgan (2001) quoting Garvin, the importance of communicating the vision over and over again to ensure it reaches every part of a large organisation is critical and therefore communicating the end of the process and the start of a new phase is equally important.

Given the range of change frameworks available, it is unsurprising that many models fit with Liverpool’s journey, for example, as noted in chapter two, the steps outlined by the Audit Commission (2002) transformational change model can easily be plotted

against what has occurred in the last four years. (For the readers convenience this model is replicated here from chapter two).

Fig 3: LCC Transformation plotted against Audit Commission model for change

Audit Commission Model & Liverpool Transformation 2000-2004

- 1. Introducing new ways of working** - Centralisation of LCC’s customer service functions
- 2. Developing new capabilities** - Generically trained staff
- 3. Establishing more flexible personnel policies** – Extended opening creates more part time and flexi working
- 4. Developing people** -Investors in People, Management Development, Career progression
- 5. Delegating greater responsibility to operational staff** -Increasing Services at front line
- 6. Upgrading the technology platform** –New Technology platform, Call Centre & CRM
- 7. Providing essential learning about managing the process of change** -Development of Team Liverpool & Change Management Development programmes

Source: Author (2004) Adapted from Audit Commission transformation model (2002), change here:<http://ww2.audit commission.gov.uk>

It is suggested that this model may fit best with the Liverpool’s transformation more than others, because it purports to “unlock the potential for further dynamic shifts”, i.e., upon completion of the transformation, capacity is released and increased within the organisation. This claim is supported by the evidence in the previous chapter, specifically within **graph 4**. This could account for the majority staff perceptions of increased capacity since transformation. Perhaps this is best typified by the comment, *“I am proud of what we have achieved, we have a great team sprit and depend on each other to give a much better service, all our awards, and our customers appreciate it, it’s so much improved”* (Customer Services Advisor, **table 8**).

Perhaps then it is better to conceptualise Liverpool City Councils transformational change journey as firstly a linear process, similar to that advocated by Kotter (1996) or the Audit Commission (2002), followed by a more cyclical transactional model, to deliver ongoing refinements, more akin to the Audit Commission performance breakthrough model depicted in **fig 1** (2002). This would deliver the continual refinements, i.e., new services and enrichments within the One- Stop Shops and Call Centre. This construct allows the organisation to continually review its progress along any new strategic path. Combining and adapting two models gives a better understanding of the whole transformation of front line services from 2001 to 2004.

5.3.2 Embracing Transformational Changes – Main findings

The second objective outlined in chapter one was *to determine how easy or difficult was it to embrace the changes?* This was important to understand as it was hoped that it would give some clues as to whether or not the front line staffs have a propensity to resist change. This could offer an alternative explanation regarding why managers have began to notice staff becoming increasingly questioning of new change initiatives.

The quantitative data from manager's interviews illustrated in **table 7** highlight the fact that most staffs have accepted changes with little resistance in the past. According to Manager 002 most staff *"have never had a problem with all the change"* and Manager 003 claimed that resistance to the changes have *"never been anything major, just a few moans, mostly staff have got on with it"*. According to some writers, this is unusual and it contradicts the views of Applebaum and Wohl (2000) and Naylor (2004) who argue that staffs including managers tend to resist major change that looks "too risky or too different".

Moreover, in chapter four, **graph 1** depicts staff responses to changes that they found easy to embrace. It illustrates that significantly high proportion both sets of staff generally agree that all the changes were *easy to embrace*. Similarly, **graph 2** shows that 30% (or less) staff felt that any of the listed changes were difficult to embrace. This, along with the qualitative data would imply that staffs do not have a general propensity to resist change, in fact it can be seen that most changes have been positively welcomed in the past. It is suggested therefore that most staff have not displayed the symptoms of resistance to change as in their "inability or an

unwillingness to discuss and accept organisational change” (Huczynski & Buchanan 2001) and cannot be said to have a propensity to resist change.

This would imply that generally speaking the change management process and in particular the importance of employee buy in as noted by many including Masaaki (1986) & Burns (2000) has been handled in a competent manner and has contributed to the success of the transformation to date. However, this has also raised the question, if staffs do not appear to have a propensity to resist change, what else could be happening that would explain the recent reluctance to accept new change initiatives as easily as in the past?. The next section attempts to answer this question.

5.3.3 Presence of Capacity Building & Change Fatigue – Main findings

The final objective outlined in chapter one was to *determine whether capacity building or change fatigue occurred in front line staff?* It was perhaps naive and simplistic to suggest that long term exposure to change will result in *either* capacity building or change fatigue for individuals, as clearly *both phenomena* appear to be evident to some degree in each group. This is evident according to the qualitative data expressed in **tables 7, 8, 9 and 10**. For clarity, it may be useful to examine each of these phenomena separately.

5.3.3.1 Capacity Building – A Closer Look

Firstly, in terms of the attitudes and behaviours that have been attributed to evidence of building capacity within individuals and organisations (detailed in **table 13** and illustrated in **graph 4**), clearly demonstrate that staff from both the Call Centre and the One- Stop Shop were “*energised with increased capabilities*” (Audit Commission 2002). This can be construed from the high percentages of staff from both Call Centre and One- Stop Shop’s who believe that:

- ❖ The transformation has “helped them develop new skills and knowledge”
- ❖ They “enjoy implementing multiple and complex changes”
- ❖ They enjoy “replacing old processes with newer more effective ones”
- ❖ They are working “within an organisations that continuously changes and improves”

This is perhaps best illustrated in **table 8** by one participant in the One- Stop Shop focus group who claimed *“I didn’t think I could ever do Revenues and Benefits let alone Education, Licensing etc...the job have grown and is so varied, when you think about how much we do now...its fantastic”* and another from the Call Centre who said *“it is better for staff and customers now, the professionalism of the staff, customers are amazed at the service, we take ownership now, we have more training and are better equipped, we have a lot more customer resolution...its great”*. It is suggested that this is clear evidence of staff feeling energised with increased personal capacity.

Further, the data in **graph 4** shows a significant proportion of staff (approx 40%) appears to be holding a “positive attitude with apparently increased effectiveness in managing resistance to change” (Fallon et al 2003). This concurs with other advocates of capacity building given that staff appear to have a growing “self fulfilment” (Jurie 2004), are increasingly utilising their new found talents (Covey 2004) as well as understanding that their efforts are “a component of meeting the larger goals of the organisation” (Jurie 2000). This is evidenced by staffs who feel they have:

- ❖ Acquired skills that allow them to “handle resistance to change more effectively”
- ❖ “Constantly think of new ideas as part of their role”
- ❖ “Enjoy the challenge of bringing in new services and developing new processes to improve the organisation”

Perhaps even more telling, is the quantitative evidence contained in **table 14**, as this clearly demonstrates that **similar amounts** of capacity building exists in both the Call Centre and the One- Stop Shops staff. The positive attitude findings appears to support the *capacity building* view of the Audit Commission (2002) that increased exposure to change means that your appetite for future change grows and your ability to deliver change gets better over time.

It can be argued that both groups of staff have increased their capacity, and if we agree with the Audit Commission model, that this appears to have been facilitated by the transformational change programme undertaken by Liverpool City Council over the last 4 years. This is implied from the staff perceptions of the change journey and

service take on process (as detailed in **tables 9 and 10**). The views echo the idea that provided change is brought about in a supportive way, with the correct tools and training (Morgan quoting Garvin 2001), this would appear to have “unlocked potential for further dynamic shifts” (Audit Commission 2002).

However, not all the findings can be simply explained and supported by the Audit Commission view and other literature. It is equally clear that some staff don’t feel as supported as they would like, for example, Manager 004 in (**table 7**) stated “*we had to meet the service take on deadline and maintain operations, it was the pace that caused a little stress*” and within (**table 9**), CSA 4 states, “*there is so much going on and managers are too busy to ask, they rush changes in*”. Clearly this could make staff fearful of future changes, particularly if staff are not given enough time to be able to conceptualise and analyse the new change (Pettigrew 1991) and understand how this new function fits in to their new world (Morgan 2001) quoting Garvin.

Clearly capacity building has occurred and it can be argued this has been as a result of the ongoing changes however, it can also be seen that delivering these changes too quickly may result in staff becoming fearful of new changes, particularly if they feel unsupported by management.

5.3.3.2 Change Fatigue – A Closer Look

Next we must look at the data surrounding the notion of change fatigue. Symptoms of change fatigue as described in the literature can clearly be seen to exist within **both sets of staff** according to the qualitative data **tables 7, 8, 9 and 10** which are discussed in more detail later. Firstly though, given the single service delivery in the Call Centre, it is suggested that common sense would imply that the One- Stop Shop staff would naturally display more symptoms of change fatigue given the cumulative effects of multiple service delivery illustrated in **Table 2** and **fig 4**. Although the evidence suggests that this **does** appear to be the case, it should be noted that change fatigue was clearly present to a lesser degree within the Call Centre as well.

The feelings of a lack of job enrichment and the degree of scepticism held by Call Centre staff who felt that more than one service cannot be delivered effectively (**table 8**) could suggest that they “appear to becoming more risk averse and cautious” to take

on more services, and that new services appear to be “passively accepted rather than enthusiastically welcomed” (Richard Wheeler Associates 2004). This is perhaps best illustrated by a participant who stated “*it’s boring being on the phone all day but I don’t think anyone can deal with more than one service properly, it would get too complex*” and another who said “*we did try to take some council tax calls to help them out, but I was glad to get back to my old line, it was too difficult*” (Call Centre Operatives).

Further, it would appear that the Call Centre aspiration to have staff who can deliver multiple services appears to have been thwarted by the capabilities of the call routing technology which has meant that underlying risk averse behaviours have gone unchallenged. This idea is supported by Morgan (2001) quoting Garvin who claims that poor design is one of two main reasons why change efforts fail. Similarly, within the One- Stop Shop group, many appeared to agree with the participant who stated that they “*relished change*” but suggested that they also wanted a “*period of stability to allow all the other services to bed in properly*”. These findings echoes Lewins (1951) refreeze construct and concurs with that of Bolton and Heap (2002) who argued that long term improvement requires periods of consolidation.

The extensive use of e mail to advise staff of changes to service procedures already in these environments causes much disruption to the working day, particularly so in the One- Stop Shop. Speaking about how it feels when a new service is first introduced one focus group participant complained “*at first I was glad the shop was quiet for a while so I could take it all in... we get battered with e mails all the time*”. This was thought to be a common occurrence amongst the group and this type of disruption is something to be avoided according to Scott- Morgan (2000) if organisations want to avoid change fatigue.

Although clearly useful, it could be argued that the Scott – Morgan (2000) research is not sufficient to explain the nature of change fatigue in a local authority within the United Kingdom given its American Private Sector origin. For example, the construct does not particularly take account of the huge amount of legislative and regulatory changes to services that emanate from central government which appear to be many fold compared to those which govern private sector companies (Atkinson & Wilks-Heeg 2000). This would suggest that the presence of change fatigue is more likely to

occur in this type of public sector environment, under transformational circumstances, than in the private sector. Secondly, although a high proportion of staff perceives they display symptoms of change fatigue a significant number do not. This implies that some staff can handle the disruptions better than others and this is determined by the effectiveness of the coping mechanisms deployed by staff in this environment.

As previously discussed within the capacity building context, **graph 5** illustrated that 90% of One- Stop Shop staff and 74% of Call Centre staff agree that “we don’t always get the support and tools we need to support the new changes”. Clearly this type of support is paramount for future change initiatives to succeed (Morgan 2001) quoting Garvin. Similarly, staff requires reassurance from leaders that they will support them through future change (Bridges 1991) quoted by Richard Wheeler Associates. This would appear to be the case here, and is typified by the One- Stop Shop Manager who stated that “*no one thought about the future, about what they would be expected to take on*” (**Table 7**).

Most agree that this is a difficult area to get right and is supported by the ideas of Kanter (1996) who argued that it is very difficult for leaders to spell out in advance precisely what the future state should look like. Having accepted this, again we can see that although most staff appears to support the findings of previous academic studies a significant minority, (10%) in the One- Stop Shops, and more so in the Call Centre, (25%), do not appear to require this support from their leaders in order to cope with changes. The significant difference between these two figures could be accounted for by the largely single service delivery within the Call Centre operation.

We have also seen in chapter two that Kaizen ideology and other writers including Holbeche (1999), Burnes (2000) advocate that staff need to be involved in the changes in order to bring about successful change. It has been demonstrated that this is not always the case (accepting this is a minority view) and typified by Csa 04 in (**table 8**) who stated “*in the early days we were told of the changes, now they just appear out of no where*”. In addition, the information in **graph 5**, illustrates a significant proportion of staff from both groups agree that “*we change for change sake, without gaining any real benefits*”.

This could again be accounted for by the poorly communicated change process, but may also point to a lack of employee involvement and engagement. The importance of both aspects is supported by the view of Morgan (2001) quoting Kanter who argues that change fatigue can come about because staffs have not had some control in how the change is implemented. If staffs are unaware of change, then clearly one cannot expect them to be fully engaged with it.

This situation is perhaps due to the rapid growth of the Shop's network that could mean communications are not as thorough as they have been before, due to the sheer numbers of staff involved, however as we have seen ongoing communication is crucial (Morgan 2001). The use of "change champions" as an alternative to the previous system as described by a team manger (**appendix 7**) in the shops has clearly watered down the communication process. Further, this seemingly ineffective communication is clearly linked to the point discussed earlier by Bridges (1991) in terms of supporting staff through to the future state.

Perhaps the evidence of most concern, if we agree with the views of Covey (2004) and Richard Wheeler & Associates (2004) that the impact of continuous change *and* poorly managed change programmes results in change fatigue is again detailed in **graph 5**. This illustrates that (58%) of staff in the Call Centre and a significantly greater (84%) of staff in the One- Stop Shop agree that *"colleagues are reluctant or despairing when they hear of new change initiatives"* and almost three quarters of both groups agreed that *"recent change initiatives have had a negative impact on morale"*. Further, a significant minority, (28%) in the One- Stop Shops state that the *"job is too complex to manage and I can sometimes feel overwhelmed"*, perhaps unsurprisingly, given the single delivery argument, this figure is significantly less in the Call Centre (18%).

In terms of change fatigue then, the qualitative data detailed in chapter four, used to inform this study appears to support a pattern consistent with the emerging literature. Threads of more seminal works in relation to staff engagement and effective communication are also woven within this study and have been offered as an explanation of some of the results. However, the *extent* of the presence of change fatigue in the Call Centre and One- Stop Shops is difficult to quantify through qualitative data alone as one cannot precisely gauge how strongly the participant feels, particularly in group discussions and given the limitations of this study outlined earlier.

Turning therefore to the quantitative data, in particular the information contained within **graph 5**, it is clear that the One- Stop Shop staff are demonstrating *significantly more* change fatigue symptoms than staff in the Call Centre, with higher percentages of staff agreeing with 6 out the 7 questions posed. Further, **table 16** illustrates the *mean* score between the two sets of staff differing by 6, which again points to a much *greater presence of change fatigue* within the One- Stop Shops than the Call Centre.

This is interesting particularly in light of the comments of staff relating to poor communication, lack of support from managers and the findings of previous research relating to these notions regarding their importance in successful change programmes. Could the presence of more change fatigue within the shops be simply the result of a fast growing network (10 shops in three years?), leading to a high proportion of new staff, relatively inexperienced managers and evolving support and communications systems?

Another interesting point suggested from the evidence in **table 16** is that capacity building and change fatigue can be seen to be evident in equal measures, both having mean scores of 34. However, we can also see contradictory views emerging from **graph 5**, where a high proportion of staff state “*colleagues are reluctant or despairing of future changes*”, whilst an equally high number claim they “*enjoy implementing multiple and complex changes*”. How can this be so?

It is almost as though the increased appetite for change following transformation also creates fears of future change that can overwhelm staff. Is this a trade off between staff wanting to please increasingly demanding customers, whilst at the same time expecting too much of their own capacity? Perhaps an appropriate metaphor is that of an athlete training for a big race. Unless an appropriate balance is struck between regular training and rest, the risk of becoming injured and fatigued from over training is increased. It is almost inevitable that this fine balance will be compromised from time to time given the desire to obtain maximum performance.

Moreover, the pace of change is clearly an important factor here and the requirement to “rest and consolidate”, is recognised by Bolton and Heap (2003) as a way of striking the required balance. However, there could be other explanations for the equal presence

of both phenomena. Could it be the presence of Fallon's (2003) "dead hand of the past", i.e., previous unsuccessful change initiatives are stifling enthusiasm for future changes? This would seem unlikely in some respects, given the evidence to support the vast amount of successful change undertaken so far. Is it simply an illustration of why Fisher (2004) quoting Billig warns of the use of the Likert scale within interpretative research that people are in a constant state of debate with themselves of how they feel about an issue?

5.4 Summary of Main Findings

It is clear from the evidence that a raft of changes were easily embraced by a significant majority of staff during 2001 to 2004 and that staff in both environments are willing to adopt and implement change and do not generally have a propensity to resist it. In fact, in the early stages they appeared to have been a real passion to make the transition from the old style single silo delivery to centralisation and multi service delivery.

It is also apparent that the ongoing change programme has affected front line staff in several and sometimes contradictory ways. On the one hand we can clearly see elements of capacity building, as it has been described by various writers and the Audit Commission (2002) within the individuals who have been exposed to these initiatives. At the same time some individuals are clearly suffering from change fatigue and the impact of the constant state of flux within the systems, processes etc as more and more new services are delivered (or existing services enriched) through the Shops and Call Centre. Although this supports findings by Fallon et al (2003) that seemingly contradictory notions can co exist, it must be remembered that Fallon was talking about resistance to change rather than change fatigue and so care must be taken when drawing direct comparisons and conclusions.

The evidence also suggests that whilst capacity building is evident in both sets of staff in almost equal measures, change fatigue, as it has been described earlier by Scott-Morgan (2000) and others is clearly *more* of an issue for staff working within the One-Stop Shop environment rather than the Call Centre. This may be explained by the growth of the One- Stop Shop network and the geographical spread of the shops across the City. This can make face- to- face communication more problematic and hence perhaps there has become an over reliance on the use of e mails to staff that explain and

deliver changes. This idea could also explain why these staffs feel “less supported” than colleagues in the Call centre.

5.5 Conclusions and Implications of the Research Problem

The summary of the main findings allows us to draw some interesting conclusions and implications for Liverpool City Councils front line staff surrounding the notion of capacity building, and in particular the ideas of change fatigue, as well as implications for the academic literature.

5.5.1 Implications of findings for Liverpool City Council

It is apparent that the extent of the incremental changes required to complete the full transformation (service take on) were much greater than what was anticipated by front line managers at the beginning of the change journey “*no one thought about the future...about what they would be expected to take on*” (One- Stop Shop Manager Nov 2004). It is also clear that attempts to deliver multiple services by individuals within the Call Centre are proving somewhat problematic, despite this being an early aspiration.

The evidence suggests that the cumulative knowledge and skills required by individuals within the One- Stop Shop is so much greater now than in 2001. In addition, the disruption caused to the working day due to the constant state of flux in systems, processes and procedures etc may have become prohibitive to embracing new initiatives. This is because the cumulative effect of the knowledge and skills required become increasingly harder to cope with, particularly within the One- Stop Shop environment. It is apparent that the significant use of e mail as a means of communication is largely ineffective to support and engage these staff with ongoing change agenda.

The implications of this are that new services may not be delivered as effectively as they might and staff may become more questioning of the need for more change and new initiatives. This would not only affect the quality of the service delivered to customers, but could also negatively affect the morale of the staff delivering the front end service. Clearly, there would also be risks to Liverpool City Councils reputation and their “excellent” Comprehensive Performance Assessment aspirations. In addition,

the findings in this study have implications beyond those within Liverpool City Council given that many authorities are currently pursuing this route for front line service delivery.

5.5.2 Implications of findings for Academic Literature

One must also consider that the lack of seminal work and conceptual models around the notion of change fatigue may suggest that this idea simply lacks credibility. Although the notion was defined and explored within private sector organisations by Scott-Morgan in 2000, very little academic research has emerged to support or contradict this view since then. On the other hand, it could also be argued that the idea is an emerging theme that will become more apparent as One- Stop Shop models become more prevalent within public sector organisations, particularly so as the Central remit to push more resource onto the front line becomes a reality.

Further, as models of best practise are formalised and promoted through centrally backed partnerships like NWeGG, the pressure to pursue this route of front line service delivery will increase. Moving more resources on the front line (Gershon 2004) will inevitably mean greater expectations of front of house staff for delivering services that were previously dealt with by “back office”. Over time then, this type of research in this particular working environment, following a transformation, may become more significant and credible.

5.6 Reflection on the Limitations

Clearly there have been several conceptual and methodological difficulties associated with this study. One of the limitations that became clear during research was the paucity of information about change fatigue within public sector environments. Further, the research that has been carried out has concentrated on American Companies which may have little bearing on local government organisations within the United Kingdom (U.K). In fact, Mintzberg (1989) warns of the peculiarly machismo tendency of American business leaders to be seen to be taking action as opposed to empowering middle and junior managers and staff, indicating the possible differences between leaders in America and the U.K.

Secondly, it has been suggested that the idea of change fatigue lacks creditability and therefore the question of how much value was obtained by looking into this as a phenomenon is relevant. For example, it could be argued that the increasingly negative perceptions of front line staff towards new change initiatives are simply caused through inexperienced management, lack of support and ineffective communications rather than change fatigue. The reader will recall some evidence for this was revealed in **graph 5** which showed (90%) of staff within the One- Stop Shop agreeing that they “*don’t always get the support and tools*” to help bring in the new services, supported by the views of Morgan (2001) quoting Garvin who advised how assisting staff to the new future state is critical.

Thirdly, looking at the biographical data used within this research, it is apparent that only 51% of staff in the random samples has worked in the One- Stop Shop and Call Centre for the four years of the transformation, though 84% have worked within them between 2 and 4 years. Nevertheless, this may have had some bearing on the outcomes of this research as the cumulative effects of the increased knowledge and the disruption that new changes bring, will have been significant for just over half of the sample. With hindsight, greater thought should have been given to the consequences of using a simple random sample technique and whether this process would produce an appropriate representative sample group.

5.7 Recommendations

Having accepted the above limitations, it would appear that several recommendations can be made from this research piece. Firstly, it would seem prudent to establish a monitoring mechanism within the One- Stop Shop and Call Centre regarding the findings within this study. Staff surveys that would facilitate the identification of the symptoms of change fatigue and capacity building could be developed and deployed within these working environments. Examination of trends over time would allow a fuller picture to develop that may support or contradict the findings of this study. This process would allow early action to be taken to reverse any growing trend in change fatigue should they be identified.

Secondly, it is recommended that an extensive review of the “service take on” and “service enrichment” process is undertaken particularly for services destined to be

delivered through the One- Stop Shops. This review should be comprehensive and include investigation into business process reengineering, system suitability, as well as training and ongoing support of staff. In addition, significant investigation should be made into the change communication process, paying attention to the number, style, content, complexity, and timing of communications as well as exploring the benefits of alternative methods and processes.

Thirdly, in line with the views of many including Maasski (1986), Holbeche (1999) and Burnes (2000) it is recommended that front line staffs are fully engaged in the process of understanding the problem(s) and finding a solution to arrest change fatigue whilst at the same time encouraging the growth in personal capacity building. Similarly Mintzbergs (1989) view that change solutions should be administered from middle and bottom of the organisation has a particular resonance within this study given both the subject matter and the *subjects* of the study.

Finally, and leading on from the point above, it would be of value to communicate the findings of this study to all the staff who work within these environments. The advantages of doing this include the fact that staff who gave up their time to contribute to this research would become engaged rather than separate from the process. A further appeal would be to communicate and highlight the positive findings of capacity building. The apparent dichotomy thrown up by this study, as well as the almost symbiotic nature of the balance between capacity building and change fatigue, means that highlighting the potential of capacity building may be of some comfort to managers and staff given the ongoing change agenda.

5.8 Opportunities for Further Research

This study has raised many questions that may be worthy of further research, for example, although many staff appear to be suffering the symptoms of change fatigue, others do not. Why does this staffs perceive that they cope with the disruptions and state of flux in systems and processes whilst others do not cope so well? Similarly, many felt their individual capacity had grown following transformational change, but others did not, why is this?

Given that this study suggests that both capacity building and change fatigue appear to factors in the make up of front lines services within Liverpool City Council, an opportunity for further research could be to compare this data with that of other Call Centre and One- Stop Shops within local government bodies. A closer look at the causes of these phenomenons may also be desirable, particularly aspects of staff engagement and communication. This could determine whether the Liverpool experience is universal or unique and may therefore contain lessons for other organisations.

Further, it would be interesting to explore the relationship between change fatigue and capacity building within the One- Stop Shop service delivery model. In particular it may be of value to determine whether or not there was a causal link between the two. As previously demonstrated, there is a growing national interest in these models of front line service delivery and in light of the Gershon (2004) report expecting £6.4 billion pounds worth of efficiency savings over the next three years to “release resources for the front line”; it may be even more desirable to investigate this type of research problem.

Finally, the limitations of this study have been documented and discussed in detail in chapters three and five. It is recognised that there have been significant conceptual and methodological difficulties within this research piece and therefore, it is suggested that a more positivist approach be deployed in any future studies, in order to validate and generalise the findings in this research piece.

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List of Appendices

Appendix 1: Summary of Customer Service Review (CPA) Assessment

Appendix 2: Extracts from Customer Service Team Manager Meetings (Aug 2004)

Appendix 3: Extracts from Senior Management Meetings (Oct 2004)

Appendix 4: List of Visitors to LCC

Appendix 5: Kotters Eight stage process plotted against LCC transformation

Appendix 6: Data Display Tables (Manager's Interviews)

Appendix 7: Data Display Tables- One Stop Shop Staff Focus Group

Appendix 8: Data Display Tables – Call Centre Focus Groups

Appendix 9: Blank Questionnaire One

Appendix 10: Blank Questionnaire Two

Appendix 1

Summary of Customer Service Review (CPA) Assessment

Inspection report April 2004

Customer Contact Liverpool City Council -Scoring the service

We have assessed the council as providing a 'good', two-star service that has Excellent prospects for improvement. Our judgements are based on the evidence obtained during the inspection and are outlined below.

Liverpool City Council - Customer Contact

The prospects for improvement? - A good service?

Customer contact is good because there is 24 hours a day telephone access to the council, supported by a network of one-stop shops across the city with long opening hours, delivering very good customer service. Specific strengths including the following:

- the broad overall vision and values of the council towards putting customers first and improving access and customer experience is strong;
- access to council services is very good, with convenient opening hours for both the contact centre and the one-stop shops, and a good geographical spread of service location points;
- the quality of experience is in most cases good with high satisfaction levels for telephone contact and targets for resolution of queries being met;
- face-to-face contact is very good particularly through the eight one-stop shops; and
- in comparison to others, performance on customer contact is above average and there is an innovative approach to technological solutions.

The scoring chart displays performance in two dimensions. The horizontal axis shows how good the service or function is now, on a scale ranging from no stars for a service that is poor (at the left-hand end) to three stars for an excellent service (right-hand end). The vertical axis shows the improvement prospects of the service, also on a four-point scale.

'a good service that has excellent prospects for improvement'

Audit Commission

The official version of this report is also available on the Audit Commission's web site at www.audit-commission.gov.uk

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Appendix 2

Extracts from Customer Service Team Manager Meetings (Aug 2004)

Meeting Minutes

date:	25 .8.04	Project:	
Location	BOSS	Title	Joint Team KIT meeting
		Subject:	
Present:	Team managers (Names removed)	Purpose: To discuss shop issues	
by to:			

f #	AID	What	Who	When
Issues from:				
		<p><u>Previous Minutes</u></p> <p><u>Chairs (BOSS) –</u></p> <p>Chairs on loan to GOSS have still not been returned. x had no response to previous requests to have them returned. To chase up again.</p> <p><u>Health and Safety –</u></p> <ul style="list-style-type: none">• BOSS first aid box – carried forward from previous meeting. Not confirmed if 1st aid box has been replenished. xx to raise necessary order if still required.• First Aid refresher course – carried forward from previous minutes – Ann Smith to arrange refresher courses / establish whether or not current certificates have expired.• Fire Evacuations - BOSS, KOSS and WOSS to arrange for full fire evacuation practises.	xx xx xx xx	
2		<p><u>Feedback from SMT –</u></p> <p><u>Recruitment</u></p> <p>26 CSA’s recently appointed pending receipt of references. xx confirmed that they will be allocated to shops throughout their training.</p> <p>Team managers should expect some movement of current CSA’s to compensate for the opening of Old Swan. Concerns raised re more change for staff, needs careful handling as may affect morale. xx to raise at next SMT</p>	XX	

Appendix 3

Extract from One Stop Shop Senior Manager Meeting 21/10/04

Attendance :	Names removed
--------------	---------------

Previous minutes:

1.1 Scanners – xx to circulate scanners report. Due to go to xx to identify funding input.

1.2 Contracts – xx has formulated letters, will be sent out this week.

1.3 Racial Harassment forms

xx informed the best value racial monitoring e-form is currently being put together – should be done by mid-November- in meantime use current method.

1.4 Plasma Screens

xx meeting with xx from marketing to discuss plasma screens and advertising costs

Main Agenda

2.1 – Sickness

Discussion re long term sick & progress against procedure for each individual.

2.2 – xx Report

xx provided a detailed report, with regards to service take-on, xx reported access passes will be ready by end of Nov, school effectiveness launched- adults can call to book basic education courses (putting this on the kiosks). On repairs, face to face contact to replace phone links to make it quicker/more simplistic. Also discussed emergency payments, with an e form currently being completed. Managers concerned that staff already feel stretched due to new shop.

Discussion followed re task prioritisation and delegation, may need more resources? Xx to investigate issues re staff relocation. Needs to be managed more effectively. Discussion re underlying reason for staff negative attitude. Xx to spk to xx and staff at xx.

3 – Updates

3.1 – Banking Training. This is now being finalised ready to roll out once completed.

3.2 – Requests for Career Progression. Has had request for career progression – need to establish who does/ doesn't qualify- xx gave example of xx.

3.3 – Pension Credits. xx has informed this initiative on offer to 6-8,000 possible customers, to be directed to drop in surgeries- xx advised not to send out at same time.

Extract from Senior Management Team Meet

Appendix 4- List of Visitors

Humberside Police	Dudley City Council	Rhondda	North Tyneside Council
Brent CC-Ian Dell	Alliance & Leicester	ODPM	Cheshire CC
Charles Leadbetter	Greenwich LB	NE Lincolnshire	Halton Council
Southampton City Council	STEPS 2 Probation Service	Bradford & Bingley	Worcestershire CC
HM Customs & Excise	N. Lincolnshire	Stockport Council	Glasgow City Council
Liberata	Lancashire CC	Bristol City	Rossendale
Ian Gerrard/EMAP	Blackburn with Darwen Council	Belfast RCA	Southampton City Council
Somerset CC	IDEA Leadership Group	Cabinet Office/Her Majestys Treasury	First Group
Renfrewshire	Tower Hamlets	Croydon Social Services	Hounslow LB
Manchester City Council	Congleton	Health & Safety Executive	N. L'pool Primary Care Trust
High Sheriff of Merseyside	Royal College of Defence Studies	Aberdeen City Council	Hertfordshire County Council
Redditch Borough Council	Stockport Council	Gothenburg	Worcestershire CC
British Council	Rossendale	Greenwich LB	Benefit Fraud Inspection
British Council	Inland Revenue	David Normington	Older Persons Inspection
Norfolk County Council	South Dublin	Devon CC	N. I. Permanent Secretaries Group
Reading Borough Council	DfES - Careline	Manchester City Council	N. Ayrshire Council
Bracknell Forest Borough Council	Fife CC	Southampton City Council	N. I. Solace
IPA/Dublin	NI Civil Service	Sheffield CC	Belfast CC
Birmingham CC	Blyth Valley	Merseyside Police	Norfolk County Council
Office for the Deputy PM	Capita	South Dublin	Ofsted
Foreign and Commonwealth office	Sunderland City Council	Wuerzburg	Netherlands
Chester Le Street Council	Trafford Council	Pendle	Home Office
HM Customs & Excise	Bolton MBC	Derby Homes	Finland - Oulu Technologies
British Council	Welsh Assembly	Ealing LB	N. Ireland Housing Executive
Solihull LB	Cheshire CC	GCHQ	Le Monde - Paul Rocher
Lichfield	Peter Lockett/S. Australia		Durham
Plymouth CC	Kensington & Chelsea	Westminster LB	Ostrava - Czech Republic
Coventry City Council	Solace	Lancaster	
Devon CC	Camden LB	DfES	
Ordnance Survey	Islington LB	CIS	
NACIS	The Defence Agency	Rossendale	
	The Pension Service	Sheffield CC	
	Barking & Dagenham	Western Australia	

Appendix 5

J. P. Kotter's (1995) eight stage process mapped against LCC's transformation

Stage Process	Strategic change action	Operational level change action
1. Establish sense of urgency Examine market and competitive realities Identify & discuss potential crises or major opportunities	Development of new Vision Values & Aims for LCC Identification of poor performance in customer contact activity Identification of partner for Joint Venture	Front line managers communicated need to embrace changes but largely unaware of implications for them and their staff Identification of likely operational changes required in order to meet performance measures of new strategic direction
2. Create a guiding coalition Group with power to lead change	Team Liverpool was formed to act as "change agents" with a remit to spread the word of brave new world	Change agents identified at operational level and included in senior management briefings
3. Develop vision & strategy Helps direct the change effort Develop strategies for achieving vision	CCS developed under Vision & values under "placing the customer at the heart of everything we do". Network of 13 One stop shops & 300 seat call centre Formalised JVC - Liverpool Direct Ltd.	Plans developed to implement new appointments system, extend opening hours and change staff contracts Development of comprehensive set of new performance measures, e.g, call / customer waiting times
4. Communicate change vision Vehicles to constantly communicate the new vision or strategy Ensure guiding coalition display new behaviours expected of employees	Various Corporate methods generated via Corporate communications team Management conferences, newsletters, Web pages, Regular staff Keep in touch sessions (Kits). Team Liverpool adopt and display new behaviours and communicate expectations	Staff presentations of "new ways of working" Clear details of behaviours and attitudes expected in new regime. Regular team kits with updates on progress & staff newsletters Monthly performance data shared and analysed with staff
5. Empower broad based action Getting rid of obstacles Changing structures that undermine vision Encourage risk taking and non traditional idea, activities & actions	Team Liverpool assist in identifying barriers to progress and removal (with Executive Director involvement) Flatter structures emerged-many senior managers left Council as functions were combined under one manager Activities focusing on removal of blame culture and requests for more creative solutions to problems	F2F staff were generically trained to perform more functions than before Suggestion schemes launched with local recognition (schemes, implemented by the suggestee with support) Empowering front line staff Brain storming and focus teams set up to discuss and implement new ideas

Stage Process	Strategic change action	Operational level change action
6. Generate short term wins Planning for visible improvements in performance Creating those wins Visibly recognising and rewarding those who made win possible	Corporate recognition schemes launched with new vigour High profile yearly award presentation night attended by EMT open to all council employees Team Liverpool actively encouraged to participate in National and International business award schemes	Individuals & teams displaying new behaviours, attitudes and those improving performance put forward for various internal and external awards Maximum “publicity” sought for projects and changes that went well Remove blame culture mentality & encourage learning from errors
7. Consolidate gain and produce more change Using increased credibility to change all systems, structures & policies that don't fit the transformational vision Hiring, promoting and developing people who can implement change vision Reinvigorating the process with new projects, themes and change agents	New services were brought into OSS via Team Liverpool after necessary Business process Reengineering the service to fit with call centre & OSS All services (particularly those that were clearly failing) underwent rigorous scrutiny New people identified to become part of Team Liverpool working on specific projects looking at outmoded policies and practises that don't adhere to new ways of working, e.g. The “E” government team- creating a paperless office environment across council etc	Increased confidence of staff successful in completing change encouraged to “bring others on board” with mentor system Constant review of systems to ensure fit to wider strategy Staff who are unable/unwilling to adopt new behaviours/attitudes managed “out of service” New ideas & projects encouraged, eg, Management By Walking About (Peters) for senior managers within OSS Ideas evaluated and reviewed
8. Anchor new approaches in the culture Creating better performance through customer, productivity orientated behaviour, better leadership and effective management Articulating connections between new behaviours and organisational success Ensure leadership development and succession	Performance management framework established and performance indicators of all services scrutinised weekly at highest level (EMT) via RED, AMBER , GREEN (rag) reports Improving services are publicly “thanked” by EMT and communicated via various methods Development of “Liverpool Way” various management development schemes, MBA, DMA, Leadership Academy	Development of various customer orientated performance measures Monthly performance report scrutinised by Senior management team (SMT) Demonstrates month on month performance, eg waiting times reduced from 12 minutes to 6 across all shops in 2003/4 Call abandonment rates reduced from 50% to less than 15% in 2003/4 All managers/staff encouraged to participate in development schemes at every level

Source: JP Kotter (1996) Leading Change - adapted from J.P. Kotter, “*Why transformation efforts fail*”, Harvard Business Review (Mar/April 1995)

Appendix 6

Data Display Tables (Manager’s Interviews)

Compiled from transcripts of semi structured interviews

	1. How long u been a manager with LCC:
MGR 001	Supervisor since 1998 and manager with call centre for 2 years
MGR 002	OSS Team Manager & Area manager for total of 4 years
MGR 003	15 years
MGR 004	Longer than I care to remember- at least 9 years
	2. How many staff do u have in call centre that have been with us since beginning?
MGR 001	Probably about 10 plus team leaders, say 15?
MGR 002	15 as a super, now about 40?
MGR 003	Probably around 20 out of the original 40 or so.
MGR 004	40-50
	3. Can you recall back before we had the shops, how much changes occurred prior to 2000? Do we do more change now than back then?
MGR 001	Yes lots. Managers for a start! From system point of view, document management and SX3 (Benefits system), career progression, key performance indicators, targets (we didn't have the same focus as we have now), development of staff- that's a big change. Also services take on , school admissions, appointment line, trading standards, process changes, care line, housing, an awful lot of change really.
MGR 002	Well I started in LCC in housing and I couldn't believe how stuck in their ways they were, I had worked in private sector for 7 years in a customer service environment so I found it hard – staff were so down and you couldn't get them to change anything, everything was a big effort. So I have found the last 4 years really exciting with all the changes we have made, we have come a long way. Also they have not neglected that “back office” – when we started to get all the money, nice offices, uniforms the back office staff were resentful and we had to rely on them to help us answer enquiries but now they have had some investment and attention. Senior management has learnt that you can't just change the front office.
MGR 003	No not really, what we do now is what we did then, but we are doing it better now. So staff can now deal with more aspects of the same enquiry and other service areas. I think its overstated, I don't think we change as much as people would like to believe

	<p>In terms of changes, I suppose, movements from original service area into a call centre, big change for individuals I suppose are how they are managed, and in some cases that they are now actually managed, really individual performance management. Also, signing up to new ways of working, e.g., no longer have same degree of flexibility re working times, working weekends etc, being accountable for what they do and how they do it.</p> <p>Yes, our staff were used to changes but they were changes that were imposed by back office change so we had to change at the front. This change was different because it was led by the CEO and his team, taking us in a different direction and the back office were having to change around us, as we were changing they had to change to fit in. Prior to new exec team we had relocation and refurbishment of City OSS site, from two previous sites. Staff dealing with more than just the one service, i.e. they were asked to deal with both revenues and benefits. Also extended our opening hours and introduced an appointment system, we had a mini call centre.</p> <p>We had to educate customers as well as staff as they were not use to having to make an appointment. This meant we as managers had to be on shop floor explaining to customers why we had changed it, some were not too happy about being turned away. This was a really big change for us. Also changes were made to the environment, for customers and staff. The Tinlings counter was not very salubrious, customers were herded like sheep. Staff had glass partitions between them and customers, the new counters were open plan.</p> <p>Staffs were afraid of this initially but we had staff helping us design them, we had a mock up of the counter and showed it to staff and unions. We also had all new furniture; it looked clean and tidy like a posh airport lounge. Also staff had nice uniforms which saved them money.</p>
	<p>4. Are there different types of change that are more difficult to implement than others?</p>
MGR 001	<p>I have had that much experience of the training and bringing in the services really, as I am mostly managing revenues and benefits, school admissions didn't really affect us, brought in only 1 full time staff, same with appointment line mostly because we have a business process transformation team who deal with the services before they come into the call centre. Bringing in new services doesn't cause us any issues really especially if training in place and proper support is given to staff. Revs and bens was a little more difficult as we didn't have processes for staff to follow, for example, working on general line we have FAQ's and proper processes so easier. R& B is a lot more complex.</p> <p>DMS caused us some issues as we had to change our processes , had to get staff trained etc, we had back office staff joining us who were used to old style systems so we did struggle. It was really a big piece of work and we had to meet the service take on deadline and maintain a good operations and service to customers, it was the pace of the change I guess which caused a little stress at the time.</p>

MGR 002	<p>Yes, for example, the take on of Social Services. That was a bolt out the blue, no one was happy. We were told on training courses that this was going to happen, there was little communication first. Then we had to tell staff this was going to happen.</p> <p>People came to these jobs with an idea of it being front line reception work, no one thought about the future about what they would be expected to take on. To be fair we were not told either, though I suppose we should have known with hindsight.</p> <p>In my experience, men don't like dealing with sensitive issues, we had a few resisting the social services referrals, children's and adult services whereas women seem to take that role better, they feel more comfortable dealing with that type of sensitive area.</p> <p>If people can see it may affect them detrimentally they may not want to go down that route, will be resistant? Change is personal; some don't see it as a change. Ask 2 people when we introduced document management, one would say, god that was a big change, another would say, great, been waiting for this for years.</p> <p>Anything that affects them personally, that they have to adjust their personal life for, like moving shops, will they need to get 2 buses, do they have a sick mother around the corner?</p>
	<p>5. Are changes that affect someone's personal life, like pay, more difficult to bring in than say changes to systems or service take on?</p>
MGR 001	<p>Yes, from management point of view, say career progression it can be difficult when u have to get all staff to buy into it, especially when we have had some trouble say convincing staff they can reach targets, they are achievable, trying to remain positive can be hard.</p>
MGR 002	<p>Yes I would say so, but some are good, it's the same ones who will be the first to say I can do that</p>
MGR 003	<p>I suppose if you are pushing me, looking at the call centre as a whole, the hardest thing was performance management. The career progression was not a problem nor was multi skilling, but performance measurement yes. No one has said we shouldn't have it but we have had communication meetings and questions and answers sessions.</p>
MGR 004	<p>Any change that affects them individually, e.g. the shop move around, affected them personally; does this type of change meet with more resistance? Yes. E.g., they may have to get up earlier to travel further, get 2 buses to work? Definitely the changes that affect them personally. They take more time to implement; more time spent talking individuals through the changes.</p>
	<p>6. Why do you think some types change cause so much concern? Are all staff concerned or just some?</p>

MGR 001	<p>Some advisors have actually asked to increase the amount of work to do- I believe this is because it makes job more interesting for them, makes it better for customer, increases fpocr, helps relationship with back office and makes their day to day job easier.</p> <p>On the other side some staff can do all that but the recognition is not there, they say there is no point in trying to achieve the targets because they will never reach them and they don't want to, for example, one member of staff who has a long non talk time and who takes a long time to deal with customers has said she gives a much better quality service because she will go outside the process if u like to ensure customers needs are satisfied, she says she knows she will never reach her CP targets because of this. So she wont ever reach her targets but the quality will be good a good service, she doesn't see the point. I hate to talk about the career progression because it has such negative connotations at moment. <i>Discussion ensued about reasons why some people go into local government work because they believe they can make a difference to local people's lives and don't go in it for commercial gain.</i></p> <p>Also Revs and benefits, before we had the DMS system and they had a huge backlog, they were difficult calls to handle, and people were going off with stress because they were taking it so personally. It was disheartening to have to tell customers, you will have to wait 6 months for a benefit claim, that's why the staff are happy to take on more of the process because they are in full control, its more work, more training, more systems but it empowers them to do the job better.</p>
MGR 002	<p>Really it was the types of issues, reporting domestic violence, people asking for money and you have to say no, and then the children issues, how do staffs feel listening to that information ...they felt helpless because they couldn't resolve the enquiry or situation they could only refer the call on. And all there fears were right. All the situations the staff predicted did come about; we haven't had the support from the back office as we were promised. Really you have to put things on a positive note, you know that we learn each time we make a mistake. They need a lot more reassurance.</p>
MGR 003	<p>Yes, some people will wanted to do more but others will be scared of the bigger change. Say moving revenues and benefits into the call center, for some it was a logical conclusion, others feared it.</p> <p>It's a personal view, some would say that it's a massive change, others would say its not. If people believe they are a good performer and they are, it won't be a big change for you, but for the person sitting next to them who are poor performers; it would be a big change as they would see it.</p>
MGR 004	<p>Initially I think they thought management were unto something, that we had a different agenda, e.g., they needed to change their working hours, so they were initially weary but we did this with a lot of consultation and no one was forced to change their hours, they volunteered. But we did have a lot of small changes that were not big in themselves but altogether it seemed a massive change.</p> <p>So possibly because it was new, it was difficult to convince them to trust us that we were making changes that would benefit them and</p>

	<p>customers.</p> <p>Appears that we are always changing, legislation, procedures, customer demand, sometimes wish we didn't have as much change to cope with but some we cant manage, e.g. , legislation. Because we are an OSS, dealing with lots of service areas if they change we are impacted big time, especially when 2 or 3 changes happen at same time. Also we have a very fast pace, we have lots of new staff because of the OSS expansion, we are consulted on changes now that the back office want to do to make sure it fits with our new way of doing things around the customer- that takes a lot of time because of the number of services we deal with. It can get very complex. It means we are constantly changing.</p>
	<p>7. In your view what are the key influencers that determine whether a new fundamental change is embraced or rebuffed by staff?</p>
MGR 001	<p>Think its communication, u need to relay the benefits to customers and also to staff, things like SPD, this was a change that staff requested from the head of service that they would like to do, so it was a change that they wanted to do. The training needs to be fit for purpose especially if they have suggested it; again it makes their job easier.</p> <p>Rebuffed changes are probably down to how it has been explained or communicated to them. Sometimes staff gets used to a particular way of doing something, their old ways but if u explain to them the benefits they will be able to embrace change. I can see a difference between our staff and those still in the back office, our staff are more open to change.</p>
MGR 002	<p>They like to be informed of the change and have some consultation on it, there is always a fear and reluctance , people being negative etc, but when u explain why the change needs to happen and that this may result in more change if it doesn't work first time people will often go with them after a while.</p>
MGR 003	<p>The way its communicated, sometimes you don't need to tell them, if u have already laid out a path u shouldn't need to tell them about it as they already expect to go in that way. If you were deviating from the path then that's a change that would need to be communicated. Is it change or just progress?</p>
MGR 004	<p>Whether they feel involved in the decision making, how it will affect their job, e.g., how much more work will it mean for them? They don't like services being rushed in, so they have time to take in the new service. We need to be able to communicate the change, train them in it and check all is ok afterwards. We need to get feedback from them, to get a shop floor perspective- we don't have time to do that.</p> <p>Personal development stuff- its whether staff wants to get on or not in terms of their career, may not have time, family commitments. Some don't want to work outside their normal office hours.</p>

	8. What effect does increasing FPOCR have on staff?
MGR 001	Definitely feel more empowered and increased job satisfaction, also that their suggestions will be taken on board. Process suggestions to business transformation team, use of workshops etc, but the back office, they are not as customer focused- its just pieces of work to them. For example when we asked the back office to change the wording on a document to allow it to be better understood by customer they said "why, if we understand it what does it matter if customers don't"? I think because they don't have any customer interaction and also they are afraid that we will be taking on so much of their work that this puts their future at risk. Turkeys voting for Christmas springs to mind!
MGR 002	Well, its been good in one way, when we started we were just dealing with Revenues and Benefits mostly and staff would complain saying "we may as well have stayed in our old jobs" but then when we started to take more services on the staff were saying "this is great" they liked taking on new services, but now its reaching saturation point- staff say "we are doing too much" we are not experts anymore- we are jack of all trades master if none". But I think it's good, there is always an initial reaction and then things settle down. In 12 months we will see a different reaction to this entire take on.
MGR 003	They are doing more of the service area so are doing more, e.g., not just a small area within say billing, but all of revenues, housing benefits, education awards, so I would say no one could argue they have had their skills diminished. Well perhaps in certain areas but now they are a lot more involved in a wider scope of work. Some tell you that it's because they want to better help the customer, but what really frustrates then is the customer calling back. For some it gives a sense of achievement, but others don't care, they just want to get rid of that customer at that time, even though you may be making a rod for own back, as they will need to call back.
MGR 004	Some have a greater capacity to learn and feedback, others don't want to get that involved, some think they are doing more and more, others want to do more so they can help customers more, do a better job. Some would do more if they got paid to do it. They think how much more is going to be forced upon them; they worry about queues and not meeting deadlines, that performance will drop.
	9. What about the negative effects of all this change, are there any?
MGR 001	The only negative part came about because we looked at call handling times, say 8 per hour, looking at individual KPIs, but we were not looking at systems and processes needed to carry the calls out so staff were worried that they would not be able to meet the targets, there own individual capability. So we changed this to availability time rather than other way. Also the volumes as well, we may handle 90% of calls but when documents go out we may not be able to achieve that, so it was how we manage the documents volumes going out. Now we work better with back office on that.

MGR 002	It can be tiring, especially when we have a lot of services coming in at same time, staff can get a bit fed up
MGR 003	Some people don't want to have to learn more, they just want to do what they do now. They don't want to take more on, and that's ok I suppose.
MGR 004	Some are better than others, can go for it, some staff grumble, we have shops with pockets of resistance
	10. Do you think staff are happy to take on more and more services or parts of a service?
MGR 001	My impression is that staff are keen to do more but I guess they may get tired of it later. My staff are asking to do occupations and vacations in RBS, but that will increase call time and so we won't get through so many calls....so we may not be ready to take that on without increasing resources.
MGR 002	From my point of view we always knew that we would be exposed to change, I think we didn't realize how popular the shops would be- we have increasing customer numbers, year on year. I try to emphasize the positive, network of people to help you, increasing your own personal knowledge. The majority of staff enjoys the job, the problems we have are around training. Some staff can't cope with not knowing absolutely everything about a job, others cope better.
MGR 003	Some do, some don't
MGR 004	Yes up to a point, but it cant go on can it?
	11. How far have the call centre progresses the super csa idea, an operator that can deal with multiple customer enquiries across all services? (Call centre)
MGR 001	It has started to now, we have taken staff on who can deal with any call, (approx 6 on current team) but because of the volumes of calls each line gets there has not really been an opportunity to cross train staff in other areas, e.g., we have just asked education to staff to have a go at dealing with RBS calls, however the staff found it difficult to cope with the complexity of the calls, they hated it. We are training some RB staff in educ awards, but it fairly limited at moment. But I think the reason we haven't progressed down that route is mostly down to the huge volumes of calls that don't allow us the luxury of cross training the staff. Personally I don't see how that would really work, the knowledge you need just for revenues and benefits and the call volumes we get would not allow that system to work in the current set up.
MGR 002	N/A
MGR 003	That wasn't our vision in the call centre. We don't need to that. It might have been an aspiration but in my view we don't need it yet. We don't need to have one individual who can answer all enquires, the technology allows us to filter the enquiries first, so we don't need staff who can answer multiple queues.

MGR 004	N/A	12. If individuals needed to deliver multiple queues, do u think staff may get a little information overload ? (call center only)
MGR 001		I think you would with some staff but equally there would be some who would be keen to take on as much as possible. It would depend on the individual. I think if you asked staff working on a more complex queue like rbs or care line that they would jump at the chance to work on the general line which is easier for a break, but there is also a lot of loyalty to their service area as well.
MGR 002	N/A	
MGR 003	Hard to say – we haven’t needed to do it	
MGR 004	N/A	
		13. Any plans to reward the super csa more than those who can’t or won’t handle multiple queues? (Call center)
MGR 001		Yes we are looking at something through the career progression scheme, for example more complex enquiries will mean progressing higher.
MGR 002	N/A	
MGR 003	We could through career progression	
MGR 004	N/A	
		15. Have volumes of calls or visitors gone up year on year?
MGR 001		No they have probably dropped, we don’t get as many repeat calls now but we have a lot of vacancies so less staff in to take the calls coming in than we had before, also new staff take a little longer to deal with calls at first.
MGR 002		Yes very much so but we have more shops to cope
MGR 003		Overall they have because we have more queues now but we have less repeat calls
MGR 004		The shops are really popular with older generation, we see lots more now with all the new services
		16. Do you think that staff can embrace change much better now than they could say prior to the OSS setting up?
MGR 001		Yes, very much so, there is so much more time, training, money invested in the staff on the front line. Even staff who were initially unhappy when they first came to call centre I don’t think they would want to go to back office, you get used to the change. The staff comment on the attitude of the back office staff, they wouldn’t have done that before. I can understand that because they are worried about there jobs etc.
MGR 002		Yes usually but people always find change hard, even when it’s for the good, someone always seems to find something bad about the change. If managers are honest with people and have the courage to say, this isn’t working we are withdrawing it then staff would respect that.

MGR 003	People we had at time, with very few exception bought in, they were not frightened of change, but staff who have moved in since then, more of them seem to fear the changes. Some people came in less willingly; they have been more resistant to change.
MGR 004	Yes, it helps that we have rewards in place, star awards, Lord Mayor's lunch, OSS awards night. Lots of recognition really. They are definitely better now, they have got used to handing changes, and they are very comfortable having been in the organization since they started in earnest. Longer serving staff have most experience and use this when new changes come in, feedback, they get involved quicker now as well when change starts to come in.
	17. Have you seen a change in behaviour of individual staff, in terms of taking on more changes? How does this behaviour manifest itself?
MGR 001	Generally in positive attitude and behaviours, some days we are so busy so it gets to some people some times but generally staff are happy.
MGR 002	Yes, there is just so much info coming through, revenues and benefits alone generate several e mails a day, sometimes the changes are small but when they come together they can amount to a lot of change to take in. Also the staff haven't had all the training yet and may not have experience in that area so it makes it harder. Yes, in some, we have staffs that have progressed through the ranks from security officer on Dingle to a fully fledged Csa. Also many have gone through to be team managers, it shows that with support and the right tools people can develop themselves. Some cope better with the change, I think its down to personalities, some moan but then don't want to do anything about helping the change led in or even get involved and engage with manager to try and influence the change, they just want to moan. There are people that will still help us with change even though they don't want to lead, they just see it as progress. We have another group of people that play a supporting role in making the transition smoother for us.
MGR 003	Overall I would say it's got much better , still depends as still some pockets that grumble the same, but on whole we have proved our selves as managers over time, they have more trust in us now. We say now, look I told you it would be better when we got through the change, e.g. Comino, helps them to access files much easier so they can do better job for customer, less complaints etc, even though it was a pain to bring that change in at the time and staff seemed to continually moan about the new system , it's a question of increasing confidence in their ability.
	18. Does the service have a high staff turnover?
MGR 001	No, its surprisingly low, we lose people to promotion, we have managed some staff out (those who could not tolerate being performance managed, for example they had poor punctuality, or where off sick a lot), but we don't get a lot of staff leaving.
MGR 002	Not very high, people have left but to go onto further education, one is travelling the world!, others have got promotion within the shops.
MGR 003	Its not high compared to typical call centers, ours are same as rest of City and no difference between those who have been with us a

	long time or for lesser time.
MGR 004	No not really, very low in fact. We have lost some staff but they were ones we wanted to get rid off. Most have moved on through promotion etc.
	19. What have sickness levels been like over last 12 months?
MGR 001	Better now than 18 months ago, though they have gone up in last 4 months, but not work related stress, more personal stress now.
MGR 002	Sickness levels are more affected when we don't have adequate staffing in the shops, as opposed to changes. Busy shops with lots of customers and not enough staff cause higher levels of sickness in my view. Well they were made up when career progression first came in because they thought they would be rewarded for improved performance but they don't like it now they have realized that only a few can achieve the required performance. The awards nights are good, staff loved that, it was a real lift, for some to get a award in front of their peers was really good, even the most cynical were impressed with that. We also had the lord mayors award and staff being invited to other awards nights instead of it always being managers who attend them goes a long way as well.
MGR 003	Same for sickness levels, same as rest of council.
MGR 004	Sickness is the same, it's no worse than rest of the council. No industrial action either. Some staff just like to make a bit of a point when we ask them to change, or cause a fuss, more passive resistance really, they do it when asked. Often unpopular changes are accepted as a whole but the individuals just don't want to be the ones to change.
	20. What is morale like at the moment?
MGR 001	About a year ago we had quite high levels of work related stress, we managed it but it meant that some people were burdened when these people were off, staff have seen that and so are now less likely to go off anyway. Morale is good, there is a buzz, a good atmosphere, because staff help each other and wont tolerate people being off around them, they want to work as a team. In the past when people were off sick, if they used it to go to a show or whatever then the staff around them would say, hold on we were having to cover your shift, I mean, staff would show support if it was a genuine illness but they wont let people just go off now.
MGR 002	Morale is a little down , not long term, possibly just short term.
MGR 003	That is hard to say, I cant speak for all of the staff but generally morale is ok, I think we would have high levels of sickness etc if it was bad but we dont
MGR 004	Its up and down I would say. Mostly its much better than when we had the old systems, yes its better now but some staff cant cope with the regime in the city center, the other shops are more relaxed

	21. Does being exposed to a lot of change increase their capacity to take on more change or does it perhaps reach saturation point when staff become tired of change?
MGR 001	If it's managed right I think it builds capacity but it depends, the OSS situation doesn't sound like it would work unless they were trained over a long period of time, perhaps the quality is not as good as we would like?
MGR 002	It depends on the service or the change, if u asked us to take on more social services supported living services you would be met with "ugghhh!" but if u wanted us to take on more education , e.g. , admissions, staff would be delighted, especially if it was accompanied by good training. Some days it does get too much , a lot of the problem is that we are notified about a lot of the change via e mails and really team meetings are so important to explain the changes properly . I have generated what I have thought to be quite simple e mails identifying simple changes but I have had to resend the same e mail several time, it just wasn't being taken on board... staff are just battered with e mails
MGR 003	They are more proactive now ; it's now bigger groups that u can rely on to get the changes done, actually, now more volunteer now to assist the changes in. They want to get more involved now Because they can see benefits and it's evident that people who want to get on have to prove at interview that they have been involved in change. They can evidence it easier at interview, perhaps they want to develop themselves, but more likely because they can demonstrate they have done it. We get feedback that they also enjoy doing this as well.
MGR 004	Little bit of both I guess . Some have more capabilities than others, take the awards we win, sometimes staff see the changes as a management goal not a staff desire , they sometimes cant always see a connection to the changes and winning an award to their job, essentially they still have a customer coming through the door that they need to deal with whether we have an award or not.
	22. What about resistance to change- does this happen and if so how does it manifest itself?
MGR 001	It doesn't happen if you explain the changes properly, sometimes we don't get it right or have the time, we have to meet service take on deadlines as well as targets and current operational – sometimes it's the pace that can cause a little stress
MGR 002	Usually just a moan and then they get on with it . Often the ones who complain the most, just need more attention. Once you have spoken to them and explained we can work together and help the change in more smoothly they are ok, its how the manager handle it.
MGR 003	It's not really resistance, I would use the words grumbling acceptance
MGR 004	To be honest, even those that moan eventually take on the change , only small barriers we can easily get rid off, just takes more time they may say god, what's in store for us now, what new changes this time?
	23. How do you get to hear about staff being unhappy regarding changes?
MGR 001	There is always someone who will let you know they are unhappy
MGR 002	Often its in informal way, like when you go into the canteen, they will say things for your benefit , sometimes you need to take an

	individual to one side and explain the negative affect this can have on there colleagues. Some negative people have quite strong characters and will strongly influence others who may really be ok with the change but they dare not show it.
MGR 003	I wouldn't hear about them would I? I don't know what I don't know
MGR 004	From shop floor, feedback as a team manager in staff meetings. Sometimes in tea room, comments are made for particular people to hear.

End of session

Appendix 7

Data Display Tables- One Stop Shop Staff Focus Group

From flip charts & notes

After introductions I outlined the subject (change management) and the rationale for the focus group (to use the information to inform the structure the questionnaire). I requested that I use flip charts to note the content of the session so I could recall detail later. I also explained my ethical stance & my desire to maintain complete anonymity and confidentiality towards the individuals in the group. I offered them all the opportunity to leave if they did not feel comfortable with the situation. Everyone agreed to stay.

There were 1 team manager and 5 Customer services advisors in the focus group (6 in total).4 had been with the one stop shop since its inception and 2 had joined the team approx 2 years ago. The session started with the author asking the group to recall all the changes they had been involved in since they started in one stop shops and a discussion ensued around which of these changes were easier than others to embrace and why. This was followed by a more “formal” question and answer session and comments were taken as notes by the author on flip charts as the session progressed. The following table includes quotes from the participants.

Researcher:	1. I want to start by discussing what changes happened prior to the new Exec Management team coming in- how would u describe LCC before 2001 compared to what’s happened over last four years?
Csa 1	we used to be static, there wasn’t any change before!... now its really exciting for us all this change, bringing in new services is good but its difficult to keep up..
Csa 4	I think it would be better if the changes didn’t happen all at once

Team Mgr	Its exciting now, there wasn't any career movement before
Researcher:	Q2 Which changes have been easier to embrace than others over the last 4 years?
Csa 4	"when we can see that they will help the customer, it makes our job better when we can do more for the customer
Csa 1	its better when we are asked our ideas or when you make a suggestion and management take it on board
Researcher:	Q3 Which changes have been difficult to embrace over last 4 years?
Csa 5	moving locations is difficult , its unsettling, and some have child care to worry about especially when you are on an early shift
Csa 2	"No one liked career progression, management keep changing the goal posts, the targets are unreal, you can never get to the top of the pay scale.
Researcher:	Q4: How do you cope with delivering so many services now?
Csa 5	with alcohol usually!there is a lot to take in now...sometimes we get so many e mail about changes we don't have time to read them.... in the early days we were told of the changes , now they just appear out of no where
Csa 2	its ok if we get the training in time, but sometimes lots of services are rushed in, in the early days we were told of the changes, now they just appear out of no where....
Researcher:	Q5: Do you think you have developed personally as a result of all the changes?
Csa 4	I am proud of what we have achieved, we have a great team spirit and depend on each other to give a much better service, all our awards, and our customers appreciate it, its so much improved
Team Mgr	"yes... I didn't think I could ever do Revenues and Benefits let alone education, licensing....the job have grown and is so varied, when you think about how much we do now...its fantastic

Researcher:	Q6. Are you all generically trained now, so you can deliver all council services?
Team Mgr	Yes I am (rest of group nod agreement)
Csa 3	I still need council tax training, but all the others are ok
Researcher:	Q7. Does the “service take on” and doing more of a service enrich your role or not? How do you feel about it?
Team Mgr	Its good because we have more responsibility, and makes us more self reliant, but there is a lot to remember, its better when we have time to take it all in
Csa 2	at first I was glad the shop was quiet for a while so I could take it all in... we get battered with e mails all the time
Csa 4	there is so much going on and managers are too busy to ask, they rush changes in
Csa 5but that makes us a better team it develops a team ethos - we have to rely on helping each other, no one knows everything, sometimes you can forget..
Csa 1	Generally I like change, it makes the job more interesting but it does depend on the type of change...its getting harder nowwhen we started (dealing with) social services, that was scary
Team Mgr	These are exciting times for us ... all this change makes the job more interesting
Csa 2	at first I was glad the shop was quiet for a while so I could take it all in..... we get battered with e mails all the time
Csa 3	I like changes too but I think sometimes we take on too much
Csa 4	I sometimes feel unsettled
Team Mgr	I love the visits from other councils, it makes you take pride in where you work ...but there is a lot to remember, you worry that you might say the wrong thing..
Csa 5	Its nerve racking when you have a lot of changes or new services coming in and when you are sitting with a new customer who is depending on you to get it right its scary, you worry you will give the wrong advice

Researcher:	Q8. Is there any feeling of we have had too much change?
Csa 4	Yes, I think we need a period of stability to allow all the other services to bed in properly
Csa3	It depends on the change....
Team Mgr	You cant stop changing no where stands still these days
Researcher:	Q9. Do you think you know more now than you did before the changes started? and if so is that a good or bad thing?
Team Mgr	We know much more now and that's good for customers, I think people forget what it used to be like
Csa 1	We do but we still have to ask a lot, well I do!
Csa 3	That's when we can have trouble with back office- they think we should know everything
Researcher:	Q10. What level of resistance to change is there in the shops and how does it manifest itself?
Team Mgr	Not a lot really, well sometimes like career progression, mostly staff moan I suppose
Csa 5	Moving shops wasn't popular either, people get settled, some people don't like to change, it was ok in the end the way xxxxxx sorted it out
Researcher:	Q11. From the list earlier what were the biggest changes that you have had to get used to?
Team Mgr	SX3 (new Revenues & Benefits system), career progression (General agreement from group on these)
Csa 2	Longer opening hours and shifts I think
Researcher:	Q12. Do you enjoy your role?
Csa 2	Yes, sometimes its hard though (General agreement from group on this)
Researcher:	Q13. Is it fair to say that the job is more complex now than say 18 months ago?
Csa 4	Very much so yes
Csa 5	Yes, that's why its hard to remember stuff, you don't always get a chance to read e mails and some of the stuff goes over my head

Csa 1	I do like the job , I don't think its that bad
Team Mgr	But the new system (SX3) has made things easier- we don't have to get the back office to find a file- that was a nightmare when you have a customer in front of you
Csa 2	The back office didn't help us, you couldn't get through to them half the time
Csa 3	When you think about all the services and changes in legislation, just in benefits we have got more complex because we have had to
Researcher:	Q14. Would you say you have been involved in the changes, in bringing them in?
Team Mgr	I have been, more so earlier on, there were less staff then so it was easier to involve most of them, now we have so many we have champions instead, they get more involved
Csa 3	that's the problem, if we knew about the changes we could advise whether they would work or not
Csa 1	Yes through the staff suggestion scheme , we can suggest changes and they happen
Team Mgr	Yes and we get recognized now- for good work, we never did before

Researcher: I think I need to close it here –thanks for all your comments- I have tried to capture them all. Thanks again.

Session ended.

Appendix 8

Data Display Tables- Call Centre Staff Focus Group

Produced from transcripts

After introductions I outlined the subject (change management) and the rationale for the focus group (to use the information to inform the structure the questionnaire). I requested that I tape the session so I could recall all the detail later. I also explained my ethical stance & my desire to maintain complete anonymity and confidentiality towards the individuals in the group. I offered them all the opportunity to leave if they did not feel comfortable with the situation. No one did.

There were 2 team coaches and 6 operatives in the focus group (8 in total), all of whom had been with the call centre since its inception and had worked in other service areas prior to moving into the call centre. They work on different telephone lines as follows: General x 2: Revenues & benefits x 3; Environmental x 2; Housing x 1

Researcher:	1. Can we kick of by describing what changes happened prior to the new Exec Management team coming in - how would u describe LCC before 2001 compared to what's happened over last four years?
Operative 1	Prior to new management team...the changes just occurred incrementally; it was very "old school" There has been lots of change; we deal with lots of new services, our training, inductions...
Operative 2	Yes but I think we have gone from one extreme to the other....the new staff know more than we do.....now before u can take a call u have to go on a proper training session, we are not just taking calls now and referring them back. We are dealing with the calls properly and we are doing more and more of the call ourselves

Operative 3	Yes they (new starters) all get inductions now, we didn't get them...they know about things we don't know about, there is more variety in the call center, more professionalism, we are better trained and equipped, customers appreciate it...
Researcher	2. Which changes have been easy to embrace, thinking over last four years?
Operative 2	I suppose changes that help us deal more thoroughly with customers
Operative 3	most of them really...except career progression!!, anything that makes the job easier...yes, we don't want customers calling back
Operative 4	the training, I am doing my ECDL and that will help me get on and customers, we never had stuff like this before
Researcher	Q3 What about changes that have been difficult to embrace over this period?
Operative 3	definitely career progression, they keep changing the targets- I don't agree with them
Team coach 2	yes the targets...we are too business like, all these targets, its hard to accommodate things like family friendly hours because management say we have to meet our targets
Operative 3	We don't get enough time to do ECDL, no study time
Operative 4	Those KPI's- it causes people to cut corners I mean people are meeting them now
Operative 2	yes ..career progression...there was no consultation before hand, they kept moving the goal posts, once its 60 % next time its 65%
Team Coach 1	Its hard when you are a team manager because we have to roll it (difficult change) out but if they are not telling us the reasons why the targets have changed...its hard...it becomes a different level of moaning from staff
Researcher	Q4. How do you cope with delivering so many services now?
Operative 5:	"I don't, I have been on the same line since we started....it can get a little tedious at times I suppose"

Operative 2	we had training to help out on another line but there was too much to remember, your head gets battered by the end of the day, you just cant do it
Researcher	Q5. Do you think you have developed personally as a result of all the changes?
Operative 3	yes, but I think we could do more , when we take calls and promise customers, its down to the back office or the contractor to deliver, sometimes they don't...
Operative 4	yes when I was involved in training and coaching, I loved that but...it can get boring being on the phone all day
Researcher	Q6. Have we managed to achieve the super “operative”, i.e., a call operator that can deliver more than just one service?
Op2	No not that I know of...
Op4	Not really...
Team Coach 2	Yes... I know some who can...we have just stared that , we have people normally do the general out of hours that can do other calls for us, some revenues and benefits calls out of hours
Researcher	Q7. Does the “service take on” enrich your role? How do you feel about it generally?
Team Coach 1	It gives us more responsibility....we enjoy it and we are getting better at making decisions ourselves....its better for the customer
Operative 1	for us the changes are ok because we have come from that service area and have years of experience... but new staff must be struggling to take all the information in
Operative 2	we still have to ask the back office for information...its very complex..... I cant do it
Operative 3	we have tried to take other services but its more complex than you think...its only when you start taking calls you realise how difficult it can be...
Operative 4	don't think you can do more than one service properly, its too difficult...we don't have the support
Team Coach 2	I would prefer us to do more (of a service) so we don't get customers coming back to us when promises in back office have not been

	done	
Op 2	we did try to take some council tax calls to help them out , but I was glad to get back to my old line, it was too difficult	
Op 4	We cant do that.... we have to always ask the back office, higher education say we cant do it, only they can do it...its because its quite involved really I suppose, its very complex,	
Researcher	Q8. Is there any feeling that you have had too much change?	
OP 3	I think it depends on whether you are new or not, for us its been a series of gradual changes and we knew the background because we came from those service areas , but new staff, they must be struggling ...but the training has really improved to match that I suppose, there is so much to take on board....	
Op 2	I don't feel like that, I cant do as much now as I used to do when I worked in back office, because of the pressure of call time...they don't want u on the phone for 20 minutes, they want u take to take more calls, we cant do an end to end process like we could before	
Researcher	Q9. Do you think you know more now than you did before the changes started? and if so is that a good or bad thing?	
Op 3	Yes we do know more...but that's good cos its not mundane, doing the same thing all the time,,,but u can get information overload, you head can get battered.	
Op 1	Yes in some ways, the management has got better as well , they want to make changes now, the old bosses didn't want to change things....now we get a new boss and a new change comes in.	
Op2	We haven't got a job for life anymore...we have to show ourselves to be the best, a beacon council if we want to keep our jobs...its not like the old days	
Researcher	Q10.What level of resistance to change is there and how does it manifest itself?	
Op 1	Moaning mostly, like when they took out call time, like u had to do 8 calls an hour	

Op 2	Career progression was the biggest change and we have lost loads of staff because that was really unpopular, suddenly you had to get eccl and nvq
Op 5	Taking about change, we have had 5 new managers since the call centre opened so we have started to think, if we don't like the change its only a short term thing because we will be getting a new boss soon
Researcher	Q11. What were the biggest changes that you have had to get used to?
Op4	Flexi time (Lack off), changes to hours, people went to union, but they played one line off against the other, general were doing it so u need to do it!
Op 2	Definitely career progression and targets
Researcher	Q12. Do u thinks that there has been a transformation of customer services since the call centre
Whole group	Overwhelming yes!!
Op2	there is more variety in call centre now, better for staff and customers now and the professionalism of the staff , customers are amazed at the service, we take ownership now... we have more training, we are better equipped , we have a lot more FPOC resolution, 14 day promises... it makes a difference to customers and they really appreciate it , the 24/7 its well used and out of hours is getting used more and more now.
Researcher	Q13. Generally speaking, marks out of 10, (1 being I hate all the changes and 10 being I love the changes that have been made- how would you score it?
	Group range was from 6/7 to 9, so generally happy
Researcher	Q14. Generally you sound like you enjoy your job? Is that a fair assessment or not?

Op 2	I don't enjoy it as much, I am more a 7/8 out of ten but I used to be 10!...I used to be able to do much more, training, coaching etc so now I feel a little bored, its boring being on the phone all day , I don't want to do 100% of the call line all the time.
Op 5	One of the reasons we have a high staff turn over and sickness levels is because it can get boring on the phone all day , when I was coaching and attending meetings, making decisions that's exciting and to go back to just calls ... I don't enjoy that now...
Op3	We can do our job to the best of our ability but if the back office don't do there bit we cant help the customer anymore and we know the customer will come back on
Researcher	Q15. So you would prefer to do more of the job than u r currently allowed to do?
Op 3	Yes, say the contractors we deal with, they don't seem to care whether they deliver there promises or not
Researcher	Q16. Is this the same for all the services you deliver?
Op 4	No, revenues and benefits is difficult because everyone says how hard it is to get to know it all, you need to make decisions, we can make arrangements its harder, more specialized, we are dealing with peoples money and peoples homes, its there rent money...they are not asking us for a new wheelie bin, they could be telling us that they are about to be evicted.....it can be very stressful
Op 5	No , some services are harder I think, like supported living...I wouldn't like to take that service on
Op 2	Everyone likes the general line because that's easy
Researcher	Q17. How is morale in call center?
Op 5	You have good days and bad days, sometimes it can be very busy, you are taking calls all day, it's a little monotonous
Op 2	Yes, most days its good , you can have your bad days though
Researcher	Q18. Are some lines more difficult because of the subject matter, say a caller reporting nuisance neighbors, reporting suspected abuse case
Op 4	No I wouldn't do that

Op 2	I didn't join the call centre to deal with those calls
Op 6	I wouldn't want to go on that line
Researcher	Q19. What being able to deal with lots of different calls, were you advised of this at the beginning?
Op 1	No not really
Op 3	I was but it never happened...
Op 2	Like we said before I don't think u could do more than one line, its too difficult , I have worked in rev for 16 years but I still have to ask advice, one day its ok, other days you can have a nightmare of a day
Op 4	Everyone on my floor welcomed the appointment line cos its an easy two minute call, its not stressful like the rev and bens calls you can get, but if you wanted to change the rota and my hours that would cause a problem. You wouldn't get as much support for those type of changes
Op 3	We were told that this may happen but it was put across as though we would never really have to do it because Revenues bens is so complex, its just started now, as few of us can switch to the other line
Op 4	We were told but its only when u take calls that u understand its more difficult , the customers are not easy to deal with...
Team Coach 1	We have always said we need out of hours staff to do before and after core hours, but we don't have enough staff covering the normal 9-5 hours, that's what causes stress and sickness levels.

Researcher: OK, we have come to the end of our time here so I think we need to stop now, thank you very much for participating. That was really useful.

End of session

MBA Dissertation Questionnaire One Change Effects on LCC Front Line Employees

This questionnaire has been designed to gain a greater understanding of the effects of change in the workplace on individuals. It should take approximately 12 minutes to complete.

Your response(s) will be completely confidential and you will not be identified in any way in any of the documents associated with this research.

Your views are vitally important to this piece of research so please answer them as honestly as you can by marking the box that mostly applies to you or to how you feel about a particular statement.

I would like to thank you in advance in anticipation that you will complete this questionnaire and return it to the author below following the instructions at the bottom of page 6.

Thanks again

Dyane Aspinall

December 2004

How long have you worked for Liverpool City Council?			
a. Less than 2 year's	<input type="checkbox"/>	Between 2 - 4 years	<input type="checkbox"/>
		c. 4 years and over	<input type="checkbox"/>
Which customer service area have you mainly been employed in for the last 4 years?			
a. Call Centre	<input type="checkbox"/>	b. One Stop shops	<input type="checkbox"/>
What is your current job?			
Call Centre Advisor	<input type="checkbox"/>	Team coach (Call Centre)	<input type="checkbox"/>
Customer Services Advisor (OSS)	<input type="checkbox"/>	Area Manager (OSS)	<input type="checkbox"/>
		Team Manager (OSS)	<input type="checkbox"/>
Age: Are you			
a.16-29	<input type="checkbox"/>	b. 30-39	<input type="checkbox"/>
		c. 40-49	<input type="checkbox"/>
		d. 50-65	<input type="checkbox"/>
Gender: Are you			
a. Male	<input type="checkbox"/>	b. Female	<input type="checkbox"/>

Below are some key changes that occurred in order to implement LCC Customer Services Strategy. Please read the following statement(s) and select a response from the table below that most fits how you felt about the change(s).

A. I found the following changes relatively *EASY* to embrace (positive)

	Very Strongly Disagree	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Very strongly agree
1. The initial move from my previous job to the call centre /one stop shop environment							
2. Dealing with customers that require the use of language line, mini com or mini loop etc							
3. Taking on new services that you had no background in							
4. Moving to completely open plan enquiry desks (OSS) or open plan call stations (call centre)							
5. Having your individual performance monitored eg, how long you take to deal with a customer enquiry (OSS) or phone call (Call centre)							
6. Having your performance measured via mystery shopping surveys							
7. Working flexibly by moving to other shop locations (OSS) or taking calls from other queues (call centre)							
8. All the changes we have had since I started work here							

B. I have found the following changes *DIFFICULT* to embrace (negative)

	Very Strongly Disagree	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Very strongly agree
1. Implementation of the career progression scheme							
2. Increasing grading of posts from scale 4/5 to scale 4/5/6							
3. Working flexibly to facilitate extended opening hours							
4. Wearing a uniform (OSS only) having a dress code (Call centre only)							
5. Identifying myself at beginning of call (Call Centre) or having to wear the name badge (OSS)							
6. Absorbing training/system changes/process changes for new services taken on							
7. Having reward and recognition schemes (awards nights etc)							
8. All the changes we have had since I started in this job							

C. How closely do the following statements agree with your own views?

	Very Strongly Disagree	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Very strongly agree
1. "We have undergone change after change, we need to stop for a while and consolidate"							
2. "Lots of different changes seem to occur all at once, they need to be paced out more and better planned"							
3. "I don't see the need for more change; we have won all these awards, so we know we are good"							
4. " the changes that are hardest to implement and accept are those that affect people personally, changing pay, working hours etc"							
5. "All this talk of transformation and rapid pace of change in Liverpool is exaggerated, there really hasn't been that much change"							
6. " When people are exposed to lots of changes that help the service or performance they are more likely to embrace changes in the future"							
7. "Some people struggle to retain the amount of knowledge required with each additional service take (OSS) on or new queue (Call centre)"							
8. "Some people find the rapid pace of change and taking on new services invigorating and welcome it"							
9. "Some people feel overwhelmed when we are advised of another change in the pipeline"							
10. "Some people feel we are being treated unfairly by being asked to take on more services"							

D. Do you have any further comments that you feel are important to this topic?

Please use the grid below to identify any issues /concerns or to make comments about any aspect of this questionnaire that you feel has not been adequately covered or that will inform this piece of research work.

Your response will be treated with complete confidentiality and you can return it in the following ways:

- ❖ By internal mail (marked “private and confidential”) to D Aspinall, City Centre One Stop Shop, Ground floor, Dale Street.
- ❖ Via your Team Coach or Team / Area Manager (please put completed questionnaire in a sealed envelope and mark as above)
- ❖ By e mail to dvane.aspinall@liverpool.gov.uk (completed questionnaires will be printed out by myself and then your e mail will be deleted to maintain your confidentiality)

Many thanks for completing this questionnaire

MBA Dissertation Questionnaire Two

Change Effects on LCC Front Line Employees

Thank you to those who filled out my last questionnaire.

This second questionnaire has been designed to gain a greater understanding of the issues and concerns you raised around the complex issue of change management.

It should take approximately 5 minutes to complete.

Your response(s) will be completely confidential and you will not be identified in any way in any of the documents associated with this research.

Your views are vitally important to this piece of research so please answer them as honestly as you can by marking the box that mostly applies to you or to how you feel about a particular statement.

I would like to thank you in advance in anticipation that you will complete this questionnaire and return it to the author below following the instructions at the bottom of page 4.

Thanks again

Dyane Aspinall

January 2005

How long have you worked for Liverpool City Council?

- a. Less than 2 year's ☐ Between 2 - 4 years ☐ c. 4 years and over ☐

Which customer service area have you mainly been employed in for the last 4 years?

- a. Call Centre ☐ b. One Stop shops ☐

What is your current job?

- Call Centre Advisor ☐ Team coach (Call Centre) ☐

- Customer Services Advisor (OSS) ☐ Area Manager (OSS) ☐ Team Manager (OSS) ☐

Age: Are you

- a. 16-29 ☐ b. 30-39 ☐ c. 40-49 ☐ d. 50-65 ☐

Gender: Are you

- b. Male ☐ b. Female ☐

Please read the following statement(s) and select a response from the table below that most fits how you think & feel

	Very Strongly Disagree	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree	Very strongly agree
1. I think most staff still enjoy the challenge of taking on board new processes / new services							
2. The changes to my role have allowed me to develop new skills and knowledge that I wouldn't have if we hadn't transformed customer services							
3. I am comfortable implementing multiple or complex changes – its challenging but exciting							
4. I think of ideas for changes we could make all the time – its become part of my role							
5. I enjoy assisting in replacing old processes with new ones that help improve our organisation							
6. I think we have moved from an organisation that changed very little in the past to one that continuously changes and improves							
7. I have acquired skills that allow me to handle staff who are resistant to change							
8. I think most staff will struggle to take on new services or more changes to processes							
9. I think sometimes we make changes for change sake without delivering any real benefits							
10. When I talk staff or colleagues about more changes they sometimes seem reluctant or despairing							
11. We seem to have lost our appetite for change initiatives							
12. Staff don't always have the support or tools they need to cope new changes							
13. More recently the change initiatives have a negative impact on morale							
14. The job has become too complex to manage, I sometimes feel overwhelmed							

Do you have any further comments that you feel are important to this topic?

Please use the grid below to identify any issues /concerns or to make comments about any aspect of this questionnaire that will inform this piece of research work.

Your response will be treated with complete confidentiality and you can return it in the following ways:

- ❖ By internal mail (marked “private and confidential”) to D Aspinall, City Centre One Stop Shop, Ground floor, Dale Street.
- ❖ Via your Team Coach or Team / Area Manager (please put completed questionnaire in a sealed envelope and mark as above)
- ❖ By e mail to dvane.aspinall@liverpool.gov.uk (completed questionnaires will be printed out by myself and then your e mail will be deleted to maintain your confidentiality)

Many thanks for completing this questionnaire